The background image shows a historic urban area with a row of white columns in the foreground, a dense cluster of buildings with red-tiled roofs in the middle ground, and a large domed church in the background under a blue sky. An orange banner is overlaid on the bottom left of the image.

# D2.7: Entrepreneurial Ecosystems in Historic Urban Areas

Version 1.1, January 2022



Funded by the Horizon 2020 Framework  
Programme of the European Union.

# Entrepreneurial Ecosystems in Historic Urban Areas

## PREPARED BY

Mara van Twuijver, Helen Toxopeus, Niels Bosma and Gustav Munch (Utrecht University)

## WITH CONTRIBUTIONS FROM

João Pedro Gouveia, Rita Lopes (Universidade Nova de Lisboa)

## REVIEWED BY

Brian Smith (Heritage Europe (EAHTR))

Natasha Hutcheson (Heritage Europe (EAHTR))

Vera Gregório (Lisboa E-Nova)

Diana Henriques (Lisboa E-Nova)

## HOW TO CITE THIS DOCUMENT

van Twuijver, M., Toxopeus, H., Bosma, N. and Munch, G. (2022). D2.7: Entrepreneurial Ecosystems in Historic Urban Areas, HUB-IN project – Hubs of Innovation and Entrepreneurship for the transformation of Historic Urban Areas H2020-SC5-2019, GA 869429.

## COVER PHOTO

View across Lisbon

Source: Shutterstock



# Entrepreneurial Ecosystems in Historic Urban Areas

## PROJECT INFORMATION

Project name: HUB-IN

Grant agreement number: 869429

Project duration: 2019-2024

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

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

Email: [veragregorio@lisboaenova.org](mailto:veragregorio@lisboaenova.org)

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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement 869429

# About HUB-IN

## Mission

The project 'Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas' (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUAs), while preserving their unique social and cultural identity and the environment.

The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs and is fully aligned with European and international policy (see Smith (2021) for an overview).

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 cities 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.

## About this deliverable

The purpose of this deliverable is to provide insight into the dynamics of heritage-based entrepreneurial ecosystems within Historic Urban Areas. In this report, the focus lies on analysing how ecosystem elements are put in place for specific initiatives (our unit of analysis) that emerge within larger urban heritage-based ecosystems, and on characterizing their (potential) contributions to the overall ecosystem. This is done based on an analysis of the first 80 cases of the HUB-IN Atlas, according to the Entrepreneurial Ecosystem Framework, as outlined in previous work of HUB-IN (see van Twuijver et al., 2021)

## The consortium behind HUB-IN



# Executive Summary

HUB-IN Places provide fertile ground for innovative and entrepreneurial behaviour. 'Hubs of Innovation' in Historic Urban Areas can spark regeneration while preserving their unique cultural and social identity. Central to the HUB-IN project is the question of how innovation and entrepreneurship can ignite and contribute to heritage-led regeneration in Historic Urban Areas. Therefore, this report explains HUB-IN places through the lens of entrepreneurial ecosystems. The entrepreneurial ecosystem framework sets out a range of ingredients and arrangements that help to foster and maintain innovation and entrepreneurship in Historic Urban Areas.

A self-sustaining urban heritage-based ecosystem takes time to grow; it is a complex web of stakeholders, resources and collaboration that forms, interacts and evolves over prolonged periods of time, with individual stakeholders and initiatives all making their distinct contribution to the overall ecosystem. Through an analysis of 80 good practice cases in the HUB-IN Atlas, we noticed that the way in which elements of an entrepreneurial ecosystem are utilized and combined is strongly influenced by the type of stakeholder taking the lead within an initiative.

We have distinguished three main approaches to initiatives that are concerned with urban heritage-led regeneration: a public, entrepreneurial and community approach, as well as eight approaches that arise through combinations of these three. Each of these approaches has their own strengths and limitations in terms of contributing to the overall heritage-led entrepreneurial ecosystem within a Historic Urban Area. In this report, the different approaches are characterised, and attention is paid to contributions they can make to the overall ecosystem.

In addition to this, we conclude that **physical infrastructure** (including access to tangible heritage), **networks**, **leadership** and **finance** are key elements that drive outcomes on an initiative level, and we propose that to strengthen the urban heritage-led entrepreneurial ecosystem, mapping how these four elements help or hinder innovation and entrepreneurship at the level of the overall ecosystem is a good start.

In the end, an urban heritage-led entrepreneurial ecosystem is built by individual initiatives. Through small scale positive outcomes momentum can be created for the development of ensuing initiatives. The approaches outlined in this report provide insight into how to ignite innovation and entrepreneurship within a Historic Urban Area through different avenues, and shows that, both tangible and intangible heritage, can serve as entrepreneurial assets that Historic Urban Areas can draw on to foster inclusive and sustainable regeneration.

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# 1. Introduction

HUB-IN Places provide fertile ground for innovative and entrepreneurial behaviour. 'Hubs of Innovation' in Historic Urban Areas (the latter also referred to as HUAs) can spark regeneration while preserving their unique cultural and social identity. This report explains HUB-IN places through the lens of entrepreneurial ecosystems to disentangle the ingredients that a HUB-IN place can draw on for fostering innovative and entrepreneurial activity.

In past decades, heritage regeneration has been largely led by public bodies with a focus on renovation, maintenance and utilisation of heritage. More recently, there has been a shift towards a co-creation process between private, public and community stakeholders that contributes to wider economic and social regeneration of historic areas (Janssen et al., 2017). Based on the HUB-IN philosophy, a Historic Urban Area is a melting pot of (potential) resources, including people, organisations and existing infrastructures, that can be activated through innovation and entrepreneurship for regeneration that is culturally, economically, socially and environmentally sustainable. Realising Hubs of Innovation that ignite such regenerative processes is no easy task. Through the lens of entrepreneurial ecosystems, we illustrate how different approaches towards, and combinations of, elements of an entrepreneurial ecosystem can contribute to this.

In this report, we depart from the notion that the strength of an entrepreneurial ecosystem is not only based on the quality of its individual elements, but also on the way in which these elements interact and create synergies, which lead to long-term, sustainable outputs and outcomes. A self-sustaining, urban heritage-based entrepreneurial ecosystem does not appear overnight; it is shaped and adapted over time through a context-specific mix of stakeholders, resources, activities and collaboration. An urban heritage-based entrepreneurial ecosystem is thus built 'one heritage-based initiative at a time', with individual stakeholders and projects making different contributions, not just to individual projects, but also to the overall ecosystem. This results in the fact that there is no one-size-fits-all recipe for a sustainable, urban, heritage-based entrepreneurial ecosystem. Therefore, in this report, the focus lies on analysing how ecosystem elements are put in place for specific initiatives (our unit of analysis) that emerge within larger urban heritage-based ecosystems, and on characterizing their (potential) contributions to the overall ecosystem.

This report is part of a wider set of deliverables prepared by the HUB-IN Consortium. It provides an empirical extension to D3.3, the HUB-IN Framework (see Dargan L., Fox M., Hartung G., 2021). For the HUB-IN pilot cities, the information contained in this report can be utilised as input for the Roadmaps (D3.5) and Action Plans (D4.2), as well as help to contextualise a monitoring methodology (D5.1 / D5.2). Moreover, by translating the knowledge captured in this document to the HUB-IN toolkit (D3.3), the HUB-IN Alliance (D6.2) and the HUA Leadership Guide (D6.3), the use of this report will be extended to follower cities.

The remainder of this report is structured as follows. Chapter 2 describes the general entrepreneurial ecosystem framework that is central to our analysis, and explains the methodology for case-selection and analysis. In chapter 3, we characterize the different approaches to heritage-led regeneration as distinguished through our analysis. We characterize each individual approach and reflect on potential strengths and limitations in terms of contributions to an urban heritage-



based entrepreneurial ecosystem. In chapter 4, we provide a reflection on building an urban heritage-based entrepreneurial ecosystem based on the findings from our analysis, and we provide guidance for HUB-IN cities and follower cities on how link the information provided in this report to activities undertaken in their Historic Urban Area. In chapter 5, we conclude this report.

## 2. Methodology

The framework for heritage-led entrepreneurial ecosystems in Historic Urban Areas that this report draws on has been developed as part of the HUB-IN Framework (see [Dargan L., Fox M., Hartung G., 2021](#)). Based on academic literature in entrepreneurial ecosystems (Stam and van de Ven, 2021) and urban innovation (Concilio et al., 2019), this framework sets out a range of ingredients (the orange elements in figure 1) and arrangements (the purple elements in figure 1) that help to foster and maintain innovation and entrepreneurship in Historic Urban Areas. These **ingredients** include: (tangible and intangible) heritage, physical (and digital) infrastructure, marketplace/demand, support organisations, human resources, knowledge, finance, and leadership. Apart from these ingredients, the framework integrates four **cultural and institutional arrangements**: networks, entrepreneurial culture, urban culture, and formal institutions. A definition of these elements is provided in Appendix 1 and a more detailed explanation of this framework can be found in [van Twuijver et al. \(2021\)](#) (see Figure 1). Together, the ingredients and arrangements will be referred to as the elements of an urban heritage-based entrepreneurial ecosystem.

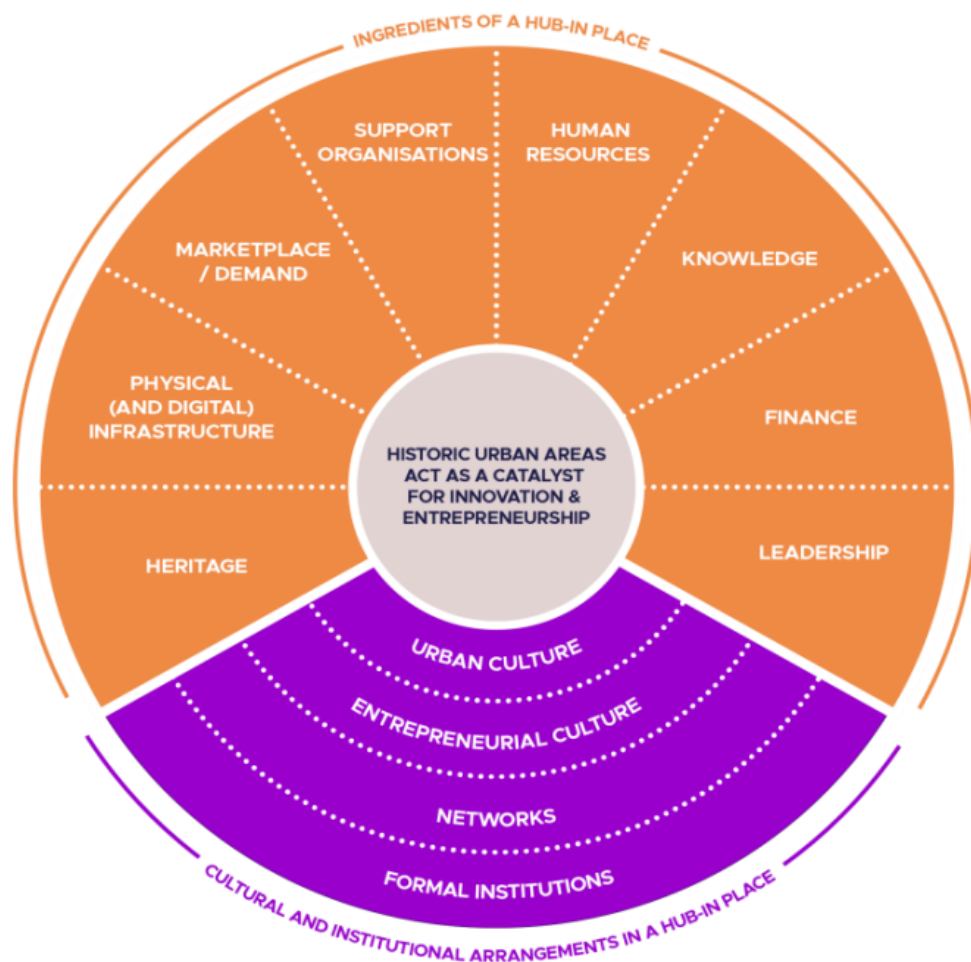


Figure 1: Ingredients of a HUB-IN Place. Source: van Twuijver et al. (2021).

In various combinations, the eight ingredients and four institutional/cultural arrangements can foster cultural heritage-led regeneration, encourage regenerative development and support innovative and entrepreneurial behaviour. In the current report, this model is taken as the starting point for an analysis on the first 80 cases of heritage-led regeneration that were collected in the HUB-IN Atlas (<https://atlas.hubin-project.eu/>).

These cases represent good practice examples of innovative and/or entrepreneurial initiatives aimed at regenerating Historic Urban Areas throughout Europe. Data has been collected for each of these cases through a standardised list of 96 questions<sup>1</sup>. The questions focused on the type of heritage utilized by the initiatives, as well as elements (ingredients and cultural/institutional arrangements) of the entrepreneurial ecosystem. The data were gathered by a team of HUB-IN researchers from different partner organisations, and taken from a range of publicly available official and semi-official sources. All data collected has been summarized in individual case profiles. These case profiles have been sent to representatives of the respective initiatives for verification.<sup>2</sup>

It is important to note that the collected data on elements of a HUB-IN place present a mix of initiative-level and local community-level data. For instance, ingredients such as leadership and finance tend to drive outcomes at the initiative level, while elements of urban and entrepreneurial culture are typically relevant at the level of the local ecosystem (across initiatives/projects). As such we acknowledge the dynamic interaction between these levels (e.g. local urban and entrepreneurial culture feeding into the HUB-IN place, and innovation & entrepreneurship resulting from the HUB-IN place affecting entrepreneurial culture and support organisations). At the same time, the analysed cases show wide variety and there is no consistent pattern as to what ingredient *should* be measured at which level. Therefore, we interpret our analysis based on the 80 HUB-IN Atlas cases as a dynamic interaction between these two levels.

In order to analyse the data, a combination of qualitative inductive and deductive analysis has taken place (Braun and Clark, 2012; Gioia et al., 2013). The deductive analysis uses the entrepreneurial ecosystem framework as a guide in structuring and interpreting the data, while the inductive analysis allowed for the role of heritage and the relationships between the elements of the Framework to emerge from the data. In the remainder of this report, the results of these analyses will be discussed.

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<sup>1</sup> These 96 questions contained a mix of dropdown and open (qualitative) questions.

<sup>2</sup> A more detailed description of the methodology followed for data collection and data validation can be found on: <https://atlas.hubin-project.eu/methodology>.

### 3. Urban heritage-based entrepreneurial ecosystems

A self-sustaining urban heritage-based ecosystem takes time to grow: it is a complex web of stakeholders, resources and collaborations that forms, interacts and evolves over prolonged periods of time, with individual stakeholders and initiatives all making their distinct contribution to the overall ecosystem.

We observe some recurring elements of an urban heritage-based ecosystem that are of importance to enable innovative and/or entrepreneurial activities to emerge and sustain. **Physical infrastructure** (including tangible heritage), **networks**, **leadership** and **finance** are prominent ecosystem elements that drive outcomes in almost all (80) initiatives in our analysis. Yet there are different ways in which these elements materialize to shape initiatives within an urban heritage-based entrepreneurial ecosystem. For example, successfully attracting finance can be done in different ways, ranging from big public investments to a successful crowdfunding campaign. Similarly, networks often help shape the outcomes of an initiative in a variety of ways: some networks support cooperation between different government levels (local – national – international); others connect local entrepreneurs with international contacts; or sometimes citizen networks are set up to regenerate a neighbourhood. Thus, even though the same ecosystem element is utilized, the actual dynamics of what is happening 'through' this element can be completely different. In our analysis, we noticed that the dynamics per element are strongly influenced by the type of stakeholder taking the lead within an initiative.

To provide insight into this, the focus of this report is on understanding different approaches to the mobilization and utilization of elements of the entrepreneurial ecosystem, disentangling the dynamics that underly initiatives within an urban heritage-based entrepreneurial ecosystem, and characterizing their (potential) contributions to the overall ecosystem. We distinguish three main approaches that help us understand how initiatives are shaped and utilized in the context of heritage-led regeneration:

- a public approach
- an entrepreneurial approach
- a community approach

Each of these three approaches has a distinct manner in which elements - both ingredients and cultural and institutional arrangements - of the entrepreneurial ecosystem are activated. This is summarized in table 1.

Element of entrepreneurial ecosystem	Public Approach	Entrepreneurial Approach	Community Approach
<b>Aims and goals</b>	<ul style="list-style-type: none"> <li>Heritage preservation and conservation</li> <li>Urban development (improving public realm / employment generation)</li> <li>Reinvigorate urban identity through cultural heritage</li> </ul>	<ul style="list-style-type: none"> <li>Increase in (social) entrepreneurial activity</li> <li>Revive historical neighbourhoods through entrepreneurial/creative activities</li> </ul>	<ul style="list-style-type: none"> <li>Fulfil community needs</li> <li>Preserve local heritage</li> <li>Create awareness of local heritage</li> <li>Develop places of use for local community</li> </ul>
<b>Ingredients</b>			
<b>Heritage (focus / usage)</b>	<ul style="list-style-type: none"> <li>Heritage preservation, conservation and adaptive re-use</li> <li>Improve public access to heritage</li> <li>Urban identity and character (city branding on national/international scale)</li> </ul>	<ul style="list-style-type: none"> <li>Adaptive re-use of tangible heritage structures</li> <li>Local traditions and traditional craftsmanship</li> <li>Legacy of well-known entrepreneurs / creative minds</li> </ul>	<ul style="list-style-type: none"> <li>Adaptive re-use of tangible heritage structures</li> <li>Improved access to heritage for local citizens</li> <li>Shared history and renewed identity (sense of place)</li> </ul>
<b>Physical (and digital) infrastructure</b>	<ul style="list-style-type: none"> <li>Improve living conditions and urban infrastructure, including renovations of (heritage) buildings, public infrastructure, transportation and greening</li> <li>Improve accessibility and usability of heritage for visitors and tourists</li> </ul>	<ul style="list-style-type: none"> <li>Reutilise derelict structures / heritage as working spaces or places for entrepreneurs and innovators to meet</li> <li>Create up to date physical and digital infrastructure</li> <li>Create attractive spaces for visitors / tourists</li> </ul>	<ul style="list-style-type: none"> <li>Reutilize derelict structures / heritage for community needs</li> <li>Maintain physical heritage for community</li> </ul>
<b>Market place / demand</b>	<ul style="list-style-type: none"> <li>Stimulate conditions for the development of (new) markets and improved visitor and touristic offering</li> <li>Generate employment</li> </ul>	<ul style="list-style-type: none"> <li>Create/improve visitor and touristic offering</li> <li>High presence of cultural and creative industries</li> </ul>	<ul style="list-style-type: none"> <li>Fulfil community needs, like for example (alternative forms of) housing or meaningful daily activities</li> </ul>
<b>Support organisations</b>	<ul style="list-style-type: none"> <li>Role for (public) heritage agencies</li> <li>Build new interpretation and education centres focused on valorising heritage</li> </ul>	<ul style="list-style-type: none"> <li>Role for (non-profit) entrepreneurial support organisations</li> <li>Build new support organisations including incubators / fab labs / coworking spaces / knowledge hubs</li> </ul>	<ul style="list-style-type: none"> <li>Role for NGOs / foundations/ public institutions</li> <li>Build new organisations focused on empowering local citizens</li> </ul>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>Organise education and training for specific target groups</li> <li>Citizen empowerment</li> </ul>	<ul style="list-style-type: none"> <li>Upskill craftworkers / entrepreneurs</li> <li>Attract specific talent to the region (e.g. creatives)</li> </ul>	<ul style="list-style-type: none"> <li>Empower (vulnerable groups within) local community.</li> <li>Volunteers (who value maintaining heritage)</li> </ul>



<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Educational activities</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on new knowledge development / innovation</li> <li>• Develop new technologies and services</li> <li>• Educational activities</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on preservation and dissemination of intangible heritage</li> </ul>
<b>Financing (types of financial resources mobilized)</b>	<ul style="list-style-type: none"> <li>• Public funding; public-private partnerships</li> <li>• Can mobilise large sums of money through linking different governance layers (local – international) and through public and private partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Private funding; commercial funding (e.g. equity, loans); impact investors; business grants; public grants and subsidies</li> <li>• Need to develop self-sustaining business models to attract investment</li> </ul>	<ul style="list-style-type: none"> <li>• Public funding (local, regional, national, international); philanthropic funding; crowdfunding; donations</li> <li>• Can mobilize non-monetary resources, like volunteer input.</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Publicly / politically driven</li> <li>• Driven by heritage management and/or urban development principles</li> </ul>	<ul style="list-style-type: none"> <li>• Coming from visionary individuals and entrepreneurs</li> <li>• Driven by entrepreneurial opportunities and/or inspiring characteristics of heritage</li> </ul>	<ul style="list-style-type: none"> <li>• Coming from citizens</li> <li>• Driven by wish to maintain heritage for local community</li> </ul>
<b><i>Institutional / cultural arrangements</i></b>			
<b>Urban Culture</b>	<ul style="list-style-type: none"> <li>• Maintain / reinvigorate / reinvent urban identity</li> </ul>	<ul style="list-style-type: none"> <li>• Honour entrepreneurial/creative legacy</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain shared, local history</li> </ul>
<b>Networks</b>	<ul style="list-style-type: none"> <li>• Utilize networks across governance layers (e.g. national / EU level)</li> <li>• Stimulate cooperation between public institutions, knowledge institutes and/or professional parties</li> <li>• Heritage Networks</li> <li>• Local stakeholders and citizen engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurial / artistic / (inter-)sectoral networks</li> <li>• Bring together different types of expertise</li> <li>• Local, national and international networks</li> <li>• Utilize influential individuals and businesses to strengthen network</li> </ul>	<ul style="list-style-type: none"> <li>• Formal and informal community networks; focus on social inclusion, mobilization of financial (crowdfunding) and non-financial (expertise, volunteers) resources.</li> <li>• Draw expertise from international networks (e.g. through EU projects and international heritage networks)</li> <li>• Strengthen local cooperation between citizen groups, (non-profit) organisations and institutions.</li> </ul>
<b>Entrepreneurial Culture</b>		<ul style="list-style-type: none"> <li>• Stimulate a creative and experimental culture</li> </ul>	
<b>Formal Institutions</b>	Driving role: leading in initiation, financing and execution of initiatives	Facilitating role: providing access to buildings (below market price); public tenders and financial programmes to enable entrepreneurial activity; enabling heritage and urban development policy	Facilitating role: enabling legal structures, providing access to buildings (below market price), providing financial and non-financial support.

Table 1: Urban heritage-based entrepreneurial ecosystems from the perspective of the different approaches

Even though we distinguish three different approaches to heritage-led regeneration within urban heritage-led ecosystems, this does not mean that in practice initiatives are guided by a single approach. In reality, different approaches are usually combined within initiatives due to a leadership role from more than one stakeholder. It could even be argued that the HUB-IN vision and principles (see Dargan, Fox & Hartung, 2021) necessitate that public, entrepreneurial and community approaches are combined to foster an inclusive ecosystem that is sustainable from a cultural, social, economic and environmental perspective.

Our analysis of the cases in the HUB-IN Atlas demonstrates eight different ways in which public, private and community approaches can be combined, each with specific contributions to an overall urban heritage-based entrepreneurial ecosystem (see table 2). In the remainder of this chapter, we characterize each of the approaches, with attention paid to their potential contributions and limitations towards the overall urban heritage-based entrepreneurial ecosystem.

The remainder of this chapter can be read in two ways. One can follow the order of the document and go through the approaches one-by-one. One can also click on the approach of interest in the figure on the next page (figure 2) to navigate directly to the description of a particular approach. At the bottom of each of the descriptive pages, a button is found to return to the figure on the next page. On page 17, directly following the figure, one can also find a table with a short description of each of the approaches.

Throughout this chapter, examples are provided from initiatives included in the HUB-IN Atlas ([www.atlas.hubin-project.eu](http://www.atlas.hubin-project.eu)). These examples are kept short to increase readability of the text. Through direct links in the text, a case-profile in the HUB-IN Atlas can be accessed that contains more information. These examples are not exhaustive; by browsing through the HUB-IN Atlas, other inspiring cases can be accessed.

## Different approaches to heritage-led regeneration

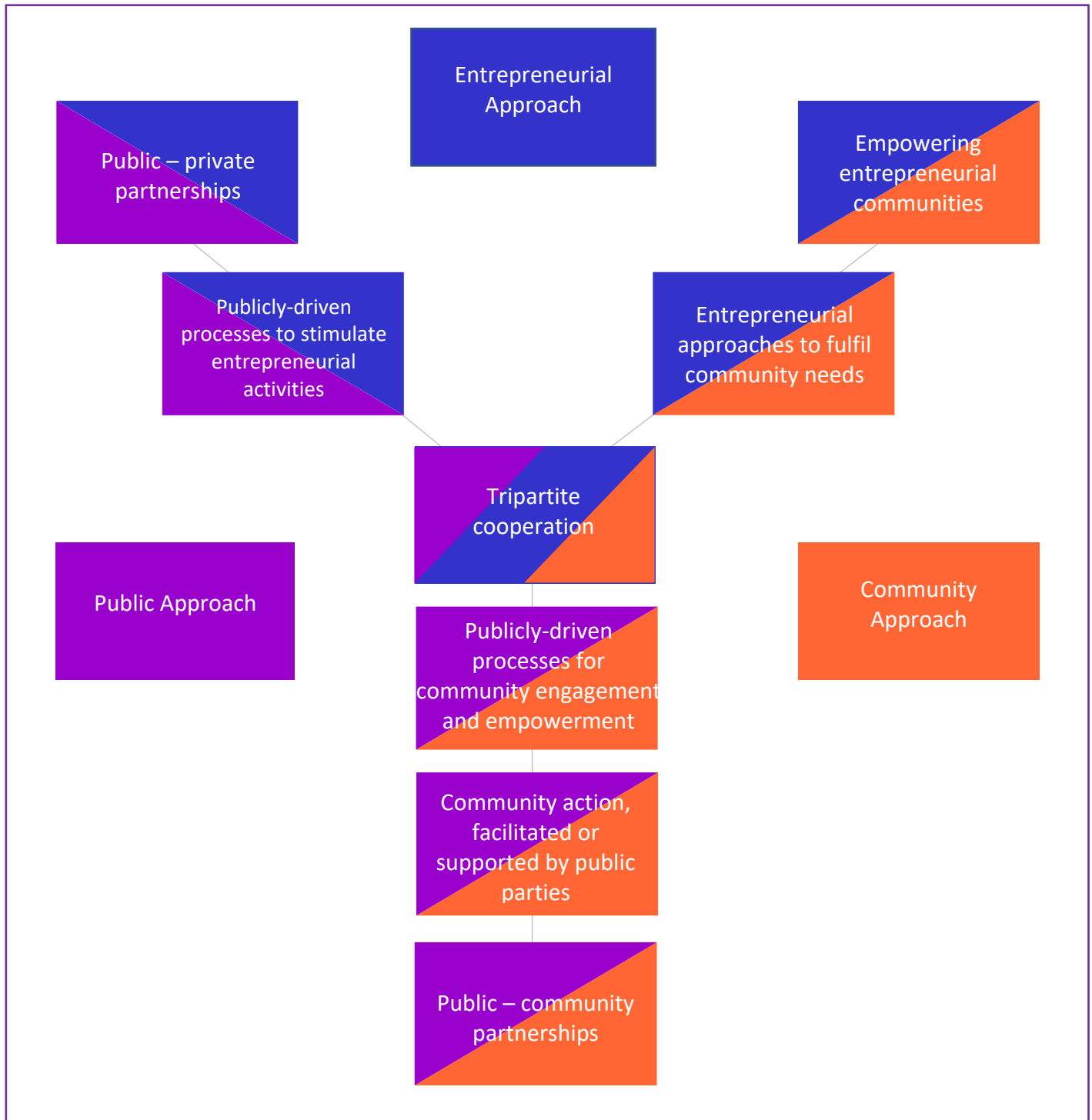


Figure 2: Different approaches to heritage-led regeneration

Approach	General description	Exemplar Atlas cases	Potential contributions to overall ecosystem	Limitations in regards to overall ecosystem
Public	Publicly driven initiatives for urban heritage-led regeneration	<ul style="list-style-type: none"> <li>• <a href="#">Kangas</a>, Jyväskylä, Finland</li> <li>• <a href="#">New Centre Łódź</a>, Łódź, Poland</li> </ul>	<ul style="list-style-type: none"> <li>• Can generate large scale investment for the improvement of <b>physical infrastructure</b> and the public realm.</li> <li>• Renovation of tangible heritage can focus on a single building, or a whole neighbourhood.</li> <li>• Potential for HUA-wide place-branding activities.</li> </ul>	Limited engagement from other stakeholders; one-off investments with little attention to longer term business models.
Entrepreneurial	Developing (new) entrepreneurial activity	<ul style="list-style-type: none"> <li>• <a href="#">NOD Makerspace</a>, Bucharest, Romania</li> <li>• <a href="#">art quarter budapest</a>, Budapest, Hungary</li> </ul>	<ul style="list-style-type: none"> <li>• Can ignite small-scale processes of regeneration (mainly on building/block level).</li> <li>• Can provide innovative approaches to work around poor urban governance structures.</li> </ul>	Limited geographical range; can become exclusive in its (privately focused) aims.
Community	Community focused action to fulfil community needs	<ul style="list-style-type: none"> <li>• <a href="#">De Living</a>, Gent, Belgium</li> <li>• <a href="#">BAŠTA</a>, Bardejov, Slovakia</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for formulating, voicing and addressing needs of local community members.</li> <li>• Strong in harnessing and reinvigorating local sense of place.</li> <li>• Focused on engaging local community members and empowering them with new knowledge and skills.</li> </ul>	Limited by restricted availability of funding and resources; limited ownership over heritage structures.
Public – Entrepreneurial	Publicly-driven processes to stimulate entrepreneurial activities	<ul style="list-style-type: none"> <li>• <a href="#">C-Mine</a>, Gent, Belgium</li> <li>• <a href="#">Kapana Creative District</a>, Plovdiv, Bulgaria</li> </ul>	<ul style="list-style-type: none"> <li>• Fosters (specific types of) entrepreneurship and innovative action.</li> <li>• Can contribute to strengthening of the <b>entrepreneurial culture</b>, improvement to the <b>physical (and digital) infrastructure</b> for entrepreneurs, as well as increase opportunities for <b>networking</b> and increased access to <b>support organisations</b>.</li> </ul>	Limited community engagement.
	Public-private partnerships	<ul style="list-style-type: none"> <li>• <a href="#">Strijp-S</a>, Eindhoven, The Netherlands</li> <li>• <a href="#">Inredia</a>, Tibro, Sweden</li> <li>• <a href="#">Simonsland</a>, Borås, Sweden</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to mobilize <b>(financial) resources</b> for large-scale regeneration projects, that draw on tangible and/or intangible heritage.</li> <li>• Can make a contribution to improving the <b>physical (and digital) infrastructure</b> of the HUA, and form the basis for the creation of new markets and/or economic activities (<b>demand</b>), <b>knowledge</b> generation and strengthen the <b>human resource base</b>.</li> </ul>	Limited community engagement.
Public – Community	Publicly-driven processes for community engagement and empowerment	<ul style="list-style-type: none"> <li>• <a href="#">Cultural H.ID.RA.N.T.</a>, Halandri, Greece</li> <li>• <a href="#">Vantaa Cultural Environment Programme</a>, Vantaa, Finland</li> </ul>	<ul style="list-style-type: none"> <li>• Can create and/or strengthen <b>networks</b> between community members and <b>formal institutions</b>.</li> <li>• Opportunities for increased community participation in the maintenance of heritage and in shaping the local urban development agenda by building on local <b>knowledge</b> about heritage and the <b>urban culture</b>.</li> <li>• Through educational and empowering activities, the local <b>human resource base</b> can be strengthened.</li> </ul>	Mainly dependent on public funding sources.

	Community action, facilitated or supported by public parties	<ul style="list-style-type: none"> <li>• <a href="#">Scugnizzo Liberato</a>, Naples, Italy</li> <li>• <a href="#">KITEV</a>, Oberhausen, Germany</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to address locally perceived needs (<b>demand</b>) while reinvigorating underutilized heritage (<b>physical infrastructure</b>).</li> <li>• Can facilitate novel forms of governance and/or management of heritage.</li> <li>• Can strengthen community <b>networks</b> and empower local citizens, thereby strengthening the <b>urban culture</b> and <b>human resource base</b>.</li> </ul>	Limited availability of (financial) resources.
	Public – community partnerships	<ul style="list-style-type: none"> <li>• <a href="#">SS Trinita delle Monache</a>, Naples, Italy</li> <li>• <a href="#">Otwarty Jazdów</a>, Warsaw, Poland</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for development of new <b>networks</b> and novel governance and management structures in relation to (access to) heritage assets.</li> <li>• In including (representatives of) the local community in governance structures, the local <b>human resource base</b> can be strengthened.</li> <li>• In building on local <b>knowledge</b> about heritage, the local <b>urban culture</b> can be elaborated upon.</li> </ul>	Mainly dependent on public funding sources / Limited availability of (financial) resources.
Entrepreneurial – Community	Empowering entrepreneurial communities	<ul style="list-style-type: none"> <li>• <a href="#">Seinwezen, Haarlem</a>, The Netherlands</li> <li>• <a href="#">PAX</a>, Córdoba, Spain</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to improve (heritage assets in) the <b>physical (and digital) infrastructure</b>.</li> <li>• Can strengthen an <b>entrepreneurial culture</b> within the local community</li> <li>• Can design innovative solutions to address community needs (<b>demand</b>).</li> </ul>	Limited connection to public stakeholders to influence rules and regulations.
	Entrepreneurial approaches to fulfil community needs	<ul style="list-style-type: none"> <li>• <a href="#">Largo Residencias</a>, Lisbon, Portugal</li> <li>• <a href="#">KEBAP</a>, Hamburg, Germany</li> <li>• <a href="#">Laguna Libre</a>, Venice, Italy</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for renovation and (long-term) re-use of tangible heritage assets (<b>physical infrastructure</b>).</li> <li>• Can fulfil <b>demand</b> related to community needs, including housing needs and energy needs.</li> <li>• Strengthens an <b>entrepreneurial culture</b> within the local community, and can aid to disseminate <b>knowledge</b> about local heritage, and generate new knowledge in different sectors.</li> </ul>	Can be limited by current ownership structures of tangible heritage that direct unequal distribution of created (financial) value.
Public – Entrepreneurial - Community	Tripartite cooperation	<ul style="list-style-type: none"> <li>• <a href="#">SOHO Arts District</a>, Málaga, Spain</li> <li>• <a href="#">Grainger Town</a>, Newcastle upon Tyne, United Kingdom</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to build a shared vision (<b>leadership</b>), as well as provide a coordinating structure for mutual efforts within the overall urban heritage-led ecosystem.</li> <li>• Pools (<b>financial</b>) resources and directs development relating to improvements in the <b>physical (and digital) infrastructure</b>, as well as reinvigorating the <b>urban culture</b> and build new markets / economic activities (<b>demand</b>).</li> <li>• Can act as umbrella structure underneath with different activities take shape.</li> </ul>	Includes many stakeholders, which can lead to coordination challenges and stagnation of regeneration.

Table 2: Combinations of approaches in urban heritage-led entrepreneurial ecosystem



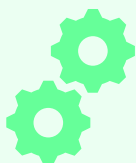
## Public approach

In the public approach, the initiative for heritage-led regeneration is taken by public institutions, be it local, regional and/or national governments. Public bodies set out the main route for regeneration, and are also in charge of (coordination of) the implementation of activities. Funding for the activities undertaken is realized through public budget, such as the local and national public budget or EU programmes, and from public-private partnerships.

This approach comes with a strong focus on the conservation, renovation and maintenance of tangible heritage, potentially coupled with wider investments in the public realm. This is based on the rationale that this will improve the **physical infrastructure** and local living conditions and provide a basis for the further development of economic and entrepreneurial activity. Strengthening local identity (**urban culture**), by means of place branding and utilizing tangible and intangible heritage to showcase local distinctiveness on a national or international scale, is another recurring theme.

Renovations are often conducted through large, one-off investments. There is limited focus on building business models that secure long-term, recurring investments, besides public-private partnerships.

### Contributions to an urban heritage-based entrepreneurial ecosystem:



- Can generate large scale investment for the improvement of physical infrastructure and the public realm.
- Renovation of material heritage can focus on a single building, or a whole neighbourhood.
- Potential for HUA-wide place-branding activities.

### Limitations:



- There is a risk of top-down development, in which creating community engagement can be a challenge.
- Often based on one-off investment, a longer term business model (except for some public-private partnerships) is not always present.

### Example cases in the HUB-IN Atlas:



- [Kangas](#), Jyväskylä, Finland
- [New Centre Łódź](#), Łódź, Poland

[Take me back to the overview \(figure 2\)](#)

## Entrepreneurial approach

Of all three main approaches, this one is most focused on creating new entrepreneurial outputs. Actors involved actively aim to develop new entrepreneurial activity by influencing a range of ingredients of the entrepreneurial ecosystem, including **entrepreneurial culture**, building **networks**, facilitating **knowledge** generation and providing **human resources** with (entrepreneurial) skills.

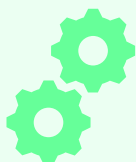
Tangible heritage, as well as local traditions and craftsmanship, can be entrepreneurial assets. Tangible heritage assets have the potential to be turned into attractive places where entrepreneurs can work and come together. The unusual structure of tangible heritage (**physical infrastructure**) and its inspiring character invites experimentation and play. Through adaptive reuse, it can become a breeding ground for creative processes and innovation.

Moreover, tangible and intangible heritage provide opportunities to build entrepreneurial activities around such as for example cultural and touristic activities. Preserving intangible heritage is mainly focused on building on traditional **knowledge** and experience in order to maintain and extend them, like traditional craftsmanship that provides inspiration for modern-day applications.

Another way in which heritage can provide value to entrepreneurs, is through the fact that some tangible heritage has become underused or vacant, thus providing space in the urban fabric to experiment and become a sandbox for creative and entrepreneurial activities.

Our analysis shows that entrepreneurial actors can facilitate a step-by-step approach to the renovation of tangible heritage, in which users of the heritage building renovate and adapt heritage buildings on a continuous basis. In this, preserving heritage through adaptive-reuse is a more prominent goal than conservation of heritage. Even though that in principle, entrepreneurial ecosystem are not sector-specific, we observe that there is a strong link between creative and artistic industries and historic urban areas.

### Contributions to an urban heritage-based entrepreneurial ecosystem:



- Can ignite small-scale processes of regeneration (mainly on building/block level). Participation with public sector to extend this to public realm and/or connect different initiatives together provides potential to broaden geographic regeneration.
- Can provide innovative approaches to work around poor urban governance structures.

### Limitations:



- Can become exclusive in its aims / only serving certain stakeholders.
- A focus on private interests and monetary-value creation can have (long-term) negative consequences for heritage and the local community.
- It can be a challenge to broaden regeneration to a neighbourhood or city level.

### Example cases in the HUB-IN Atlas:



- [NOD Makerspace](#), Bucharest, Romania
- [art quarter budapest](#), Budapest, Hungary

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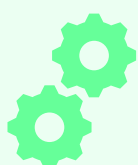
## Community approach

The community approach is not focused on creating entrepreneurial outputs per se but utilizes entrepreneurial mechanisms and innovative approaches to fulfil community needs (**demand**). Such needs can include for example increased availability of social activities or affordable housing, increased access to public and green spaces or decrease effects of gentrification. The driving force of initiatives are members of civil society, with an enabling role for **formal institutions**, often local government, in taking away (financial / legal) barriers, or providing support through providing expertise, financial aid and/or legal facilitation.

Maintaining tangible heritage (**physical infrastructure**) and intangible heritage for current and future generations, as well as utilizing them for the benefit of the local community are important drivers for community members to engage with cultural heritage. Through heritage, community members can build, or recreate, a shared history and strengthen their local sense of place and pride (**urban culture**). Activities can focus on creating awareness about local (in)tangible heritage, which can also involve the reintroduction or revitalisation of past cultural values or cultural practices. Moreover, through renovation and adaptive-reuse, underused tangible heritage can be transformed into functional spaces for the local community to meet and develop activities. Just as for entrepreneurs, community-led renovation and adaptation of heritage is often an incremental process.

In terms of financial resources, public and private investments, as well as crowdfunding and funding through alternative financial institutions (e.g. ethical banks or impact investors) can be accessed. Often, the availability of financial resources within this approach is rather limited. Non-financial resources, like volunteers or material donations, can also be mobilized.

### Contributions to an urban heritage-based entrepreneurial ecosystem:



- Potential for formulating, voicing and addressing needs of local community members.
- Strong in harnessing and reinvigorating local sense of place.
- Focused on engaging local community members and empowering them with new knowledge and skills.

### Limitations:



- Limited by restricted availability of funding and resources.
- The community does not always have ownership over heritage structures, limiting the potential for development.

### Example cases in the HUB-IN Atlas:



- [De Living](#), Gent, Belgium
- [BAŠTA – kultúrno-komunitné centrum](#), Bardejov, Slovakia

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## Public – Entrepreneurial

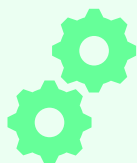
### Publicly-driven processes to stimulate entrepreneurial activities

In this approach public parties, most often local governments, utilize heritage structures to build and improve the local infrastructure for entrepreneurs. This is done by creating open spaces for innovation, like fab labs, makerspaces, co-working facilities and living labs. Examples include [Base Milano](#) (Milan, Spain) and [Chiostri di San Pietro](#) (Regio Emilia, Italy). While the initiative for action is taken by local governments (**leadership**), they usually appoint other parties - through direct appointment or public tenders - to manage and develop the initiatives. These parties are often non-profit entrepreneurial **support organisations**, that either already exists in the city, or that are set up specifically for this purpose.

Next to creating open spaces for innovation, public effort can also be directed towards stimulating a specific sector in the historic urban area to strengthen or foster specific economic activities (**demand**). In the monumental [Copenhagen Meatpacking District](#), the municipality of Copenhagen (Denmark) has offered long-term leases to businesses operating in specific sectors to realise their vision of a historic neighbourhood full of creativity and gastronomy.

In terms of resources, the **formal institutions** (often the local government) provides initial **funding** for setting up basic infrastructure, like the renovation of publicly owned heritage buildings. Yet, entrepreneurs are also found to play a part in the renovation of heritage buildings. (Future) tenants of the heritage building can renovate and adapt the space on a continuous basis. To stimulate this, the local government can propose that financial investments made into renovation of the heritage structure are subtracted from the rent, or lower (or no) rent is charged for a certain period of time, like was done in [Hub Criativo do Beato](#) (Lisbon, Portugal).

#### Contributions to an urban heritage-based entrepreneurial ecosystem:



- Initiatives based on this approach can contribute to the overall urban heritage-based ecosystem by stimulating and strengthening the **entrepreneurial culture**.
- Improving the **physical (and digital) infrastructure** for entrepreneurs, as well as increasing opportunities for **networking** and improving the offer of **support organisations** are long-term investments into an entrepreneurial ecosystem.

#### Limitations:



Because the local community is not necessarily involved directly as a stakeholder, this approach has limitations in terms of creating community engagement. Yet, when coupled with initiatives that connect entrepreneurial activity to community needs, like for example through [Empowering Entrepreneurial Communities](#), this limitation can be overcome.

#### Example cases in the HUB-IN Atlas:



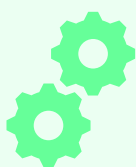
- [Base Milano](#), Milan, Spain
- [Chiostri di San Pietro](#), Regio Emilia, Italy
- [Hub Criativo do Beato](#), Lisbon, Portugal
- [Copenhagen Meatpacking District](#), Copenhagen, Denmark
- [Kapana Creative District](#), Plovdiv, Bulgaria

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## Public-private partnerships

In the second public-entrepreneurial approach, **formal institutions**, like local governmental organisations or heritage organisations can form partnerships with private partners, including individual entrepreneurs, local businesses and/or real estate developers. For private parties, regeneration can be an investment opportunity, while for public parties it can serve the interest of preserving heritage, as well as advance less-developed parts of the city. In relation to tangible heritage, especially when ownership of heritage buildings is in private hands, the creation of partnerships can help to ignite regeneration. In combining **(financial) resources** from both public and private parties, this approach has potential to realise large-scale regenerations projects that cover a whole neighbourhood at once. An example is found in Eindhoven (The Netherlands) where a public-private partnership between the local municipality and a construction and real estate developer is driving the regeneration of a former industrial area into a creative and innovative multi-use neighbourhood called [Strijp-S](#). Intangible heritage, like traditional craftsmanship and traditional trades, can also be the source of inspiration for public-private cooperation. For example, in Tibro (Sweden), where [Inreda](#) was realised through a partnership between the municipality and local businesses. It has become a **knowledge** hub for the design industries and furniture design, in which the town has a long-standing tradition.

### Contributions to an urban heritage-based entrepreneurial ecosystem:



- Initiatives following this approach can mobilize **(financial) resources** for large-scale regeneration projects that draw on tangible and/or intangible heritage.
- Contribute to improving the **physical (and digital) infrastructure** of a HUA, and lay the basis for the creation of new markets and/or economic activities (**demand**), **knowledge** generation, and entrepreneurial activities.

### Limitations:



Because the local community is not necessarily directly involved as a stakeholder group, this approach has limitations in creating, and distributing value, to community members. However, in parallel with initiatives that focus on inclusion of community members in decision making processes, like **Publicly-driven processes for community engagement and empowerment** or **Tripartite cooperation** this limitation can be overcome.

### Example cases in the HUB-IN Atlas:



- [Strijp-S](#), Eindhoven, The Netherlands
- [Inreda](#), Tibro, Sweden
- [Simonsland](#), Borås, Sweden

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## Public – Community

### Publicly-driven processes for community engagement and empowerment

To ensure that development activities are in line with community needs, public parties can initiate activities aimed at increasing community engagement. This can take the shape of open meetings, workshops and co-creation processes for development plans. It can also include activities to empower local community members to take part in regeneration activities, like workshops or educational activities. In Vantaa (Finland), the municipality coordinated the [Vantaa Cultural Environment Programme](#), a 3-year participatory programme was aimed at designing a plan for the preservation, development, and revalorisation of the rich cultural heritage of the city. Through a range of activities, including historical walks, exhibitions, mobile games and open meetings, over 3.000 residents have contributed to the programme. As part of [Cultural H.ID.RA.N.T.](#) (Halandri, Greece), a project focused on restoring the historic Hadrian aqueduct and the intangible heritage attached to it, a community network is set up that will take over the management of several project outcomes to ensure sustained community engagement once the project is finished.

#### Contributions to an urban heritage-based entrepreneurial ecosystem:



- Contributes to utilisation and innovative management of heritage that is based on the experienced sense of place of local community members.
- Can create and/or strengthen **networks** between community members and **formal institutions**.
- Being centred around gathering and understanding community needs, this approach holds opportunities for increased community participation in the maintenance of heritage and shaping the local urban development agenda to build on **local knowledge** about heritage and the experienced **urban culture**. Through educational and empowering activities, the local **human resource base** can be strengthened.

#### Limitations:



A limitation of this approach is that it is often dependent on public funding sources, making it vulnerable to austerity measures and political priorities. However, by connecting this to initiatives that include other types of funders, like **Public-Private Partnerships** or **Tripartite Cooperation**, this limitation can be overcome.

#### Example cases in the HUB-IN Atlas:



- [Vantaa Cultural Environment Programme](#), Vantaa, Finland
- [Cultural H.ID.RA.N.T.](#), Halandri, Greece

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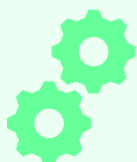
## Community action, facilitated or supported by public parties

This second public - community approach includes actions from individual community members or groups that are informally organised, as well as from formally organised community groups, like civic organisations or community cooperatives (community **networks**), where **formal institutions** facilitate the emergence and development of such community action. Public actors can for instance pass regulations that enables communal use of heritage structures, offer access to public heritage assets, and they can provide expertise, for example with writing funding applications.

The municipality of Naples (Italy), has put several forms of legislation in place to enable the use of tangible heritage to address community needs. It recognizes informal community groups as partners, providing them with an opportunity to establish themselves. The municipality also has regulations that allow for the formal use of squatted public places if they serve community needs. This latter regulation has enabled the development of a range of social, economic and cultural activities by [Scugnizzo Liberato](#) in a former convent.

Given that tangible heritage is often in public or private hands, this lack of ownership can be a barrier for community initiatives to arise and sustain. In this facilitated approach to community action, public partners play an important role in enabling community members to utilize heritage buildings (as part of the local **physical infrastructure**). This can be done through (rent-free) long-term leases on heritage-buildings, like is the case with [KITEV](#) (Oberhausen, Germany) or even by transferring ownership from public to community hands, like is planned for [Peißnitzhaus](#) (Halle/Saale, Germany).

### Contributions to an urban heritage-based entrepreneurial ecosystem:



- Heritage-led regeneration that is driven by community members is a powerful tool to address locally perceived needs (**demand**) while reinvigorating underutilized tangible heritage (**physical infrastructure**).
- Can facilitate novel forms of governance and/or management of tangible heritage that increase access to, and use of, heritage assets by community members.
- Can strengthen community **networks** and empower citizens to take ownership over the regeneration of tangible and intangible heritage, thereby strengthening the local **urban culture** and the local **human resource base**.

### Limitations:



Initiatives often have limited (financial) resources available. By connecting to approaches that foster an entrepreneurial mindset, like **Empowering entrepreneurial communities** or **Entrepreneurial approaches to fulfil community needs** this limitation can be overcome. To overcome barriers related to the ownership of tangible heritage, a more formalized **Public-community partnership** might help to provide access to heritage assets for the local community.

### Example cases in the HUB-IN Atlas:



- [Scugnizzo Liberato](#), Naples, Italy
- [KITEV](#), Oberhausen, Germany
- [Peißnitzhaus](#), Halle/Saale, Germany

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## Public – community partnerships

Through public-community partnerships, local public institutions and community members can bundle their forces to regenerate historic urban areas. In such formalized partnerships (representatives of) the local community and public bodies cooperate. Though this type of partnership is not as common yet as their public-private counterpart, it can be a beneficial way to ensure long term **networks** between **formal institutions** and community members for heritage-led regeneration activities and improvements of the **physical (and digital) infrastructure** of the Historic Urban Area. Some cases in the HUB-IN Atlas are working towards establishing such a model of cooperation. Through the project [Otwarty Jazdów](#) (Warsaw, Poland), a community management model is designed for the regeneration of the historic neighbourhood of Jazdów in which community members and public parties will participate. And for the regeneration of [SS Trinita delle Monache](#) (Naples, Italy), a public-community partnership model is being designed that will be governed by open democratic principles to turn a block of heritage buildings into a creative multi-purpose neighbourhood.

### Contributions to an urban heritage-based entrepreneurial ecosystem:



- The main contribution to urban heritage-led regeneration ecosystems lies in the new **networks** and novel governance and managements structures in relation to heritage assets that can arise from such partnerships. These can also be beneficial to increase access to, and use of, heritage assets by community members.
- In including (representatives of) the local community in governance structures, community members can gain skills and experience that strengthens the local **human resource base**. Moreover, initiatives can build on local **knowledge** of heritage, thereby strengthening the local **urban culture**.

### Limitations:



A limitation of this approach is that initiatives often have limited (financial) resources available. By connecting to initiatives that foster an entrepreneurial mindset, like [Empowering entrepreneurial communities](#) or [Entrepreneurial approaches to fulfil community needs](#) this limitation can be overcome.

### Example cases in the HUB-IN Atlas:



- [Otwarty Jazdów](#), Warsaw, Poland
- [SS Trinita delle Monache](#), Naples, Italy

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# Entrepreneurial – Community

## Empowering entrepreneurial communities

Public parties aren't the only ones that can empower local community members. (Social) entrepreneurs can also contribute to this by promoting an **entrepreneurial culture** among community members, and by empowering them to undertake entrepreneurial activities that can sustain themselves. This can lead to innovative approaches to fulfil community needs, both in terms of improvements to the heritage-assets of the **physical infrastructure**, as well as through **knowledge** on local heritage and traditions. This can result in (social) entrepreneurial or community-led activities or projects.

When entrepreneurs and community members combine their strengths in this way, this can lead to new **networks** and the creation of innovative and self-sustaining solutions to community needs. For example, [Seinwezen](#) (Haarlem, The Netherlands), is a multi-purpose entrepreneurial space housed in a municipal heritage building. It is also home to 'Stichting Stadsgarage Haarlem' (Foundation City Garage Haarlem). This foundation utilizes an entrepreneurial spirit to support local community members with the implementation of ideas to improve the city. It thus functions as a **support organisation** focused on enabling an entrepreneurial community.

Another example of this can be found in the historic centre of the city of Córdoba (Spain). There, the citizen-led association [PAX – Patios de Axerquía](#) empowers community members to battle gentrification and displacement. The association supports the establishment of individual community cooperatives for the acquisition and cooperative use of empty patio-houses, providing an alternative to property ownership and rental agreements in a high-value heritage environment.

### Contributions to an urban heritage-based entrepreneurial ecosystem:



- Initiatives following this approach can aid to improve (heritage assets in) the **physical infrastructure**. Through many initiatives start with a focus on an individual building level, there is potential to design scalable solution that can be replicated throughout a neighbourhood or region (see [PAX – Patios de Axerquía](#), Córdoba, Spain).
- Reinforce an **entrepreneurial culture**, contribute to the design of long-term business cases to **finance** regeneration activities and hold potential to strengthen the **human resource base** within the local community.

### Limitations:



Sometimes, rules and regulations, for example on how heritage assets can be utilized, can hinder development within this approach. Connecting to public stakeholders can help to overcome these limitations.

### Example cases in the HUB-IN Atlas:



- [Seinwezen](#), Haarlem, The Netherlands
- [PAX – Patios de Axerquía](#), Córdoba, Spain

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## Entrepreneurial approaches to fulfil community needs

Community members and/or **support organisations** can take an entrepreneurial approach to utilize heritage to fulfil community needs. This way, innovative self-sustaining solutions can be designed that are tailored to the local context, and that reutilize local heritage for the benefit of the local community. In Hamburg (Germany) a citizen-association called [KEBAP](#) aims to turn a former bunker into a democratic and participatory space for culture, while also generating decentralised energy for the neighbourhood. A business model is being designed through which generated heat and energy sales will provide an income to pay for renovation of the heritage building, and sustain cultural and community functions within it.

### Contributions to an urban heritage-based entrepreneurial ecosystem:



- Potential for renovation and (long-term) re-use of tangible heritage assets (**physical infrastructure**).
- Can fulfil **demand** related to community needs, including housing needs and energy needs.
- Strengthens an **entrepreneurial culture** within the local community, and can aid to disseminate **knowledge** about local heritage, and generate new knowledge in different sectors.

### Limitations:



When tangible heritage is owned completely by private or public parties, this can limit the development potential of initiatives utilizing this approach, as the financial benefits of regeneration activities might be unequally distributed. Setting up a clear governance and management structure, for example through a **Public – community partnership** can help to overcome this limitation.

### Example cases in the HUB-IN Atlas:



- [Largo Residencias](#), Lisbon, Portugal
- [KEBAP](#), Hamburg, Germany
- [Laguna Libre](#), Venice, Italy
- [Darwin Ecosystem](#), Bordeaux, France

[Take me back to the overview \(figure 2\)](#)



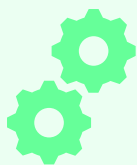
## Public – Entrepreneurial - Community

### Tripartite cooperation

When public, entrepreneurial and community partners come together, there is potential to undertake action from a holistic perspective, taking into account the needs and wishes from different stakeholders. In [Grainger Town](#) (Newcastle upon Tyne, UK), the Grainger Town Partnership was designed to coordinate the regeneration of the Historic Urban Area. This partnership is comprised of 20 members, including representatives from the City Council, key public agencies, private sector representatives and local residents.

In Málaga (Spain) community members and local entrepreneurs united themselves in the Soho Málaga Citizen Association. They build a cooperation with the local municipality to realise the [SOHO Arts District](#). Through the SOHO Art District Master Plan, a wide variety of stakeholders was able to contribute to the development plans for the neighbourhood (**networks**). A combination of re-utilizing abandoned historic buildings, improvements to the public space (both **physical infrastructure**), and support to the creative industries, has resulted in a buzzing creative area that has a unique atmosphere (**urban culture**). At the same time, balancing the needs of the local community with an increasing number of visitors (**demand**), as well as battling gentrification and displacement requires continuous attention.

#### Contributions to an urban heritage-based entrepreneurial ecosystem:



- Potential to build a shared vision (**leadership**), as well as provide a coordinating structure for mutual efforts within the overall urban heritage-led ecosystem.
- Pools (**financial**) resources and directs development relating to improvements in the **physical (and digital) infrastructure**, as well as reinvigorating the **urban culture** and build new markets / economic activities (**demand**).
- Can act as umbrella structure underneath with different activities take shape.

#### Limitations:



Given that initiatives following this approach are often large-scale and by nature involve many different stakeholders, they can be complex to coordinate. Given that tripartite cooperation quickly turns into big projects, pairing such an approach with initiatives that create direct activity on the ground, like **Community action, facilitated or supported by public parties** or **Entrepreneurial approaches to fulfil community needs** can help to create and maintain momentum.

#### Example cases in the HUB-IN Atlas:



- [Grainger Town](#), Newcastle upon Tyne, UK
- [SOHO Arts District](#), Málaga, Spain

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## 4. Building an urban heritage-based entrepreneurial ecosystem

An urban heritage-led entrepreneurial ecosystem is able to sustain itself over time through a constant flow of people, ideas and resources that enable experimentation, implementation and adaptation of activities. It creates outputs, in the form of new initiatives, innovations and businesses, that contribute to heritage-led regeneration.

Such an ecosystem is built one initiative at a time. Depending on what is already in place, this is a long-term process that might take years or even decades. It takes time to develop elements of the entrepreneurial ecosystem, to create synergies between them, to take away existing barriers, to connect individual initiatives and stakeholders, to build a shared vision and trust among different parties involved. In the meantime, circumstances change and established initiatives and stakeholders might need to adapt to changing realities. An ecosystem is thus never finished, but a constant evolving set of actors and resources. Yet, in understanding the main components of an ecosystem, it becomes possible to influence the direction of development and to create momentum for heritage-led regeneration.

On the level of individual initiatives, we observe that, next to the **heritage** utilised, **physical infrastructure** (including access to tangible heritage), **networks**, **leadership** and **finance** are key elements that drive outcomes. Hence, to strengthen the urban heritage-led entrepreneurial ecosystem, mapping how these four elements help or hinder the utilisation of heritage and innovation and entrepreneurship at the level of the overall ecosystem is a good start.

The first key element, **physical (and digital) infrastructure**, forms an important foundation for activities to take place. A vibrant Historic Urban Area is one where people like to spend time. A well-functioning, accessible and interesting physical environment attracts people. In Historic Urban Areas, the physical infrastructure is often closely related to (reuse of) tangible heritage. Empty heritage buildings can provide opportunities for new activities to be developed, and a renovated neighbourhood can be a new place for visitors to explore. Regenerating the physical appearance of the Historic Urban Area is related to the question who (legally) owns the tangible heritage, and other key structures in the physical space, and what the consequences are for access, utilisation and the distribution of created value. As we demonstrated in the different approaches, it is not just the owner that can take the lead in the regeneration - they can also facilitate another actor to do so.

Historic Urban Areas that focus on intangible heritage and wider urban values - with little tangible heritage to work with - can also provide an infrastructure that allows people to meet and connect. This can take the form of a physical place, but can also be in the form of an easy-accessible **digital** environment in which people can meet and exchange ideas. Evaluating how the physical (and digital) infrastructure in your Historic Urban Area influences the flow of people and activity, and where improvements are needed, can lay the foundation for other activities to take shape.

The second key element, **networks**, provides people with formal or informal opportunities to meet. As illustrated in the different approaches, these networks can take different shapes and involve different stakeholders. They should have a strong base in the local area, but can also span across

local boundaries. Networks are an important mechanism through which ideas (and resources) flow, and are thus key for coming up with innovative ideas and realising them. There are clear synergies between networks and the physical and digital environment. Providing people with an online or offline place to meet makes it easier to establish, maintain and expand networks.

The third key element, **leadership**, drive action both on an initiative and ecosystem level. The strength of an urban heritage-led entrepreneurial ecosystem lies not in how well individual elements are developed, but in how well they are connected, which is fostered through leadership. There are two aspects to consider when it comes to realizing leadership in a Historic Urban Area.

First, leadership in the form of a shared vision or common goal can create momentum for collective action and synergies between different elements of the urban heritage-led entrepreneurial ecosystem. Just as on the level of individual initiatives, leadership can take different shapes and forms, and be taken on by different individuals and/or groups from a public, entrepreneurial or community origin. When leadership is weak, lacking or dormant, one way to overcome this is to bring stakeholders together to design a shared vision for the Historic Urban Area. Understanding the needs and desires of different stakeholders takes time and the interests and perspectives between them can differ. However, working on understanding of how different interests can be catered for within the entrepreneurial ecosystem can help to create outputs that provide value for different stakeholders.

Second, one might want to reflect on how easy it is within the Historic Urban Area to show leadership and take the initiative for action. Specifically for public parties, considering how entrepreneurs and community members with ideas can be facilitated to put them into action can stimulate novel developments from these stakeholder groups.

The fourth key element, access to **financial resources**, enables the execution of activities. Important questions to reflect on for one's own heritage-led entrepreneurial ecosystem include the following: Which financial resources are available in your ecosystem? And which stakeholders have access to these? How can different types of financial resources be combined? The [HUB-IN Business and Financing Models Guide](#) can also provide inspiration on how to deal with this on an initiative level.

A final reflection we would like to add to these four key elements, is that to realise a self-sustaining heritage-led entrepreneurial ecosystem, it is important to understand how the outputs and outcomes that are created affect different stakeholders. Who profits from the created value, and who doesn't? Paying attention to questions that relate to synergies and trade-offs is important to realise an inclusive ecosystem, and to maintain support for activities undertaken and keep momentum going. The HUB-IN Monitoring Framework can assist in mapping such information.

In the end, there are different ways to Rome (or should we say 'different ways to regenerate Rome'? ). A heritage-led entrepreneurial ecosystem will look, and act, different in every town and city. Every Historic Urban Area is a unique place with assets and hidden gems that can be tapped into, be it in the form of heritage, traditional skills of the local population or entrepreneurial minds. There might be activities taking place already, or not. There might be people that come together on a regular basis already, or not. An ecosystem starts with what is available and builds out from there. This might sound easy, but often, we overlook what we take for granted.

The fact that every heritage-led entrepreneurial ecosystem is very specific to a particular Historic Urban Area makes that there is no set list of actions that can be undertaken to build or strengthen

a local ecosystem. Yet, some process guidelines can be provided that aid in building an understanding of the current status of a heritage-led entrepreneurial ecosystem, and in designing actions to strengthen one. Below, these guidelines are provided for HUB-IN Cities, as well as for follower cities (and others), that are interested in using the HUB-IN approach. In Appendix 2, an overview can be found of strategies that can be adopted by local authorities to enhance their urban heritage-led entrepreneurial ecosystem.

## Guidance for HUB-IN Cities

During the duration of HUB-IN, the HUB-IN Cities develop and implement actions within their Historic Urban Area. To increase the chance that these actions, and any spin-offs created through them, will be sustained after the life-time of the project, it becomes relevant to consider their relation to, and role in, the local heritage-led entrepreneurial ecosystem. In figure 3, an overview is provided for the HUB-IN Cities that shows how building an urban heritage-led entrepreneurial ecosystem relates to the activities undertaken throughout the project. Some guiding questions can help to understand how the actions undertaken through HUB-IN aid a local heritage-led entrepreneurial ecosystem:

- How and what do our actions contribute to the overall urban heritage-led entrepreneurial ecosystem in our Historic Urban Area?
- What elements of our ecosystem do we strengthen through our actions?
- What elements of our ecosystem are still underdeveloped / present barriers to the utilization of heritage and the development of entrepreneurial activities?
- What (already existing) initiatives, stakeholders or elements of the ecosystem provide opportunities for us to connect to in our actions?

The information contained in this report, as well as other tools developed within HUB-IN, will aid in answering these questions. This document, as well as ['The Ingredients of a HUB-IN Place'](#) (van Twuijver et al. 2021), help to build an understanding of the elements of a heritage-led entrepreneurial ecosystem. As shown throughout this current document, there are different approaches to heritage-led regeneration, each with their own strengths and limitations in terms of contributions to a heritage-led entrepreneurial ecosystem. By mapping the actions developed in the Action Plans to the approaches described in this document, the HUB-IN Cities can gain insight into potential strengths and limitations of their chosen actions in relation to the overall heritage-led entrepreneurial ecosystem.

In order to build a better understanding of the current state of the local heritage-led entrepreneurial ecosystem within the Historic Urban Area, HUB-IN Cities can find a guide for a multi-stakeholder focus group around the state of the ecosystem in D5.1: HUB-IN Common Impact Assessment Framework (section 9.3.). This tool can be used in combination with the stakeholder mapping that has been conducted within the HUA, to engage relevant stakeholder in a conversation about the local heritage-led entrepreneurial ecosystem. The Monitoring Framework that will be developed in each HUB-IN City (D5.2) can be utilized to keep track of overall developments within the heritage-led entrepreneurial ecosystem and thus facilitate continuous dialogue and information exchange about the status of the local ecosystem between different stakeholders in the Historic Urban Area.

## Guidance for follower cities

For those interested in realising heritage-led regeneration in their own Historic Urban Area, HUB-IN sets out a process of activities, and provides accompanying tools, through the [HUB-IN Toolkit](#). Broadly, the process outlined follows the steps as set out in purple in figure 3. These steps include a mapping of the current landscape (to build an understanding of the current state of play in the Historic Urban Area), a stakeholders analysis, the design of a roadmap, action- and implementation plan, and the design and implementation of a monitoring framework.

The local heritage-led entrepreneurial ecosystem can be considered the context in which the activities undertaken take shape. In mapping the current landscape, the ['The Ingredients of a HUB-IN Place'](#) (van Twuijver et al. 2021), as well as the current document, can help to gain insight into important elements to take into consideration when investigating the current state of play of the Historic Urban Area. Hence, mapping the current landscape can take the shape of mapping the current status of the local heritage-led entrepreneurial ecosystem, and initiatives and outputs produced by it. The roadmap, which can be a co-creation activity involving different local stakeholders, can set out the vision and mission for the overall heritage-led entrepreneurial ecosystem. The actions undertaken then can focus on activities that are considered most impactful for realising this vision, and can entail actions to develop the (interaction between) individual ecosystem elements or actions that help to break-down current barriers to heritage-led innovation and entrepreneurship. The monitoring framework can focus on the outputs and outcomes created by individual initiatives, but also set out performance indicators that are considered of importance for the overall heritage-led entrepreneurial ecosystem. This can facilitate continuous dialogue and information exchange between different stakeholders in the Historic Urban Area, and be a useful aid in building synergies within the heritage-led entrepreneurial ecosystem. HUB-IN Guidelines for the monitoring are currently still under development, and will be added to the HUB-IN Toolkit in a later stage.

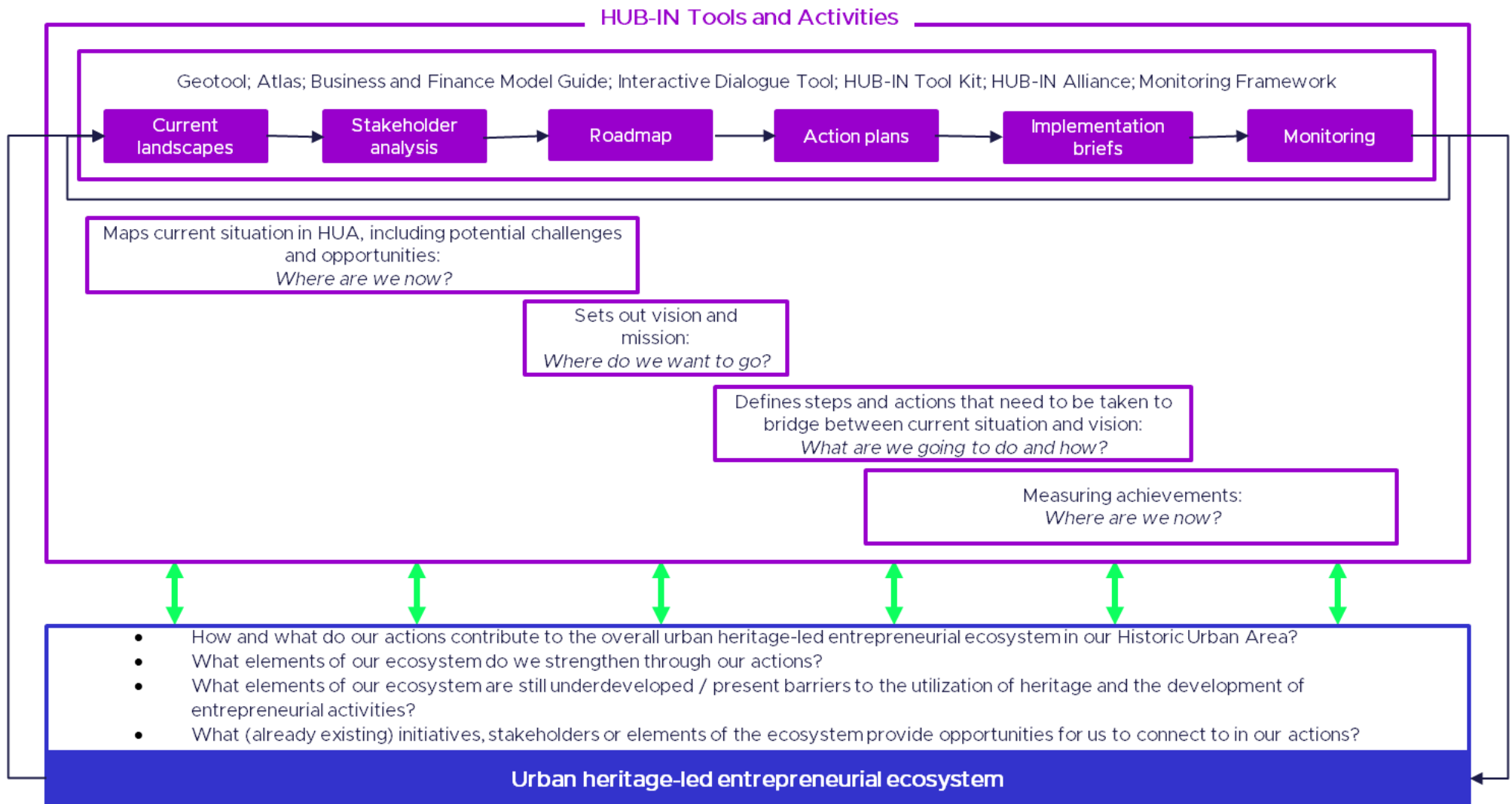


Figure 3: Link between HUB-IN Tools and Activities and building an urban heritage-led entrepreneurial ecosystem.



## 5. Conclusions

In this report, we studied the heritage-led regeneration of historic urban areas through the lens of entrepreneurial ecosystems. Central to the HUB-IN project is the question of how innovation and entrepreneurship can ignite and contribute to heritage-led regeneration in Historic Urban Areas. Through an analysis of good practice cases in the HUB-IN Atlas, we have distinguished three main approaches to this type of urban heritage-led regeneration - public, entrepreneurial and community - as well as eight approaches that arise through combinations of these three.

The different approaches distinguished in this report, and described in chapter 3, show that the utilization of heritage for urban regeneration is a multi-stakeholder affair. Each stakeholder group has their own perspective on an urban heritage-led entrepreneurial ecosystem, and is able to mobilize different resources and networks. Initiatives resulting from each of these approaches all have their specific strengths and limitations in contributing to an urban heritage-based entrepreneurial ecosystem.

An important conclusion is that heritage is indeed an 'asset' that can drive innovative and entrepreneurial urban regeneration activities. This conclusion is inherent to our selection of cases that take an innovative and/or entrepreneurial approach towards the utilisation of heritage for urban regeneration. Our analysis shows that different types of heritage, including tangible and intangible heritage, can form the input for entrepreneurial and innovative processes. Heritage manifests itself as an ingredient of an entrepreneurial ecosystem primarily through physical infrastructure (e.g. as heritage buildings and other types of tangible heritage). More implicitly, intangible heritage, for instance in the form of local traditions or traditional craftsmanship, manifests through the urban and entrepreneurial culture. Both tangible and intangible heritage can serve as input for entrepreneurial activity that caters to community needs, addresses local demand and/or builds new business opportunities and markets (e.g. for sustainable tourism). At the same time, reinvigorated heritage is an important output of an urban heritage-led entrepreneurial ecosystem, in the form of improved tangible heritage and physical infrastructure, and a reinvigorated urban culture.

There are interdependencies between the elements of an urban heritage-led entrepreneurial ecosystem, and its strength depends not only on how well the individual elements are developed but also on how well they work together. In chapter 4, we discussed four key elements of a heritage-led entrepreneurial ecosystem: physical infrastructure (including access to tangible heritage), networks, leadership and finance. These four elements, in combination with heritage, are found to drive activity on an initiative level within an urban heritage-led entrepreneurial ecosystem, and hence form a good starting point to assess the state of a local ecosystem. If there are challenges in one of the key elements, an ecosystem can still function: the different approaches highlighted in this report show that there are multiple ways in which heritage-led regeneration can take shape. An entrepreneurial mindset is about dealing with challenges and finding a way around them. Cases in the Atlas show that even in weak or challenging financial and/or governance situations, different approaches can still be used to ignite heritage-led regeneration. This does not mean that public parties or financial providers should not bother about heritage-led regeneration; they are still important partners. Yet, an urban heritage-led entrepreneurial ecosystem starts at the scale of

initiatives, and can build on small scale positive outcomes to create momentum for the development of ensuing initiatives, and in that way enable a heritage-based entrepreneurial ecosystem to take shape.

In chapter 4, a start has been made to explore how the findings presented in this report are relevant to both HUB-IN Cities and follower cities. Because every Historic Urban Area, as well as the heritage-led entrepreneurial ecosystem within it, has its own unique context, history and resource-base, it is not possible to provide a list of universal actions that will work everywhere. However, in understanding the main components of the local ecosystem, and the effect individual initiatives have on it, the direction of development can be influenced and momentum for heritage-led regeneration can be created. In this respect, more detailed process guidelines can be developed to aid understanding of the current status of a heritage-led entrepreneurial ecosystem and designing actions to strengthen one. Throughout the coming months, the HUB-Consortium will work on this and will continue to undertake action to support implementation of the information contained in this document in practice, both with respect to in HUB-IN Cities and follower cities in the HUB-IN Alliance.

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# Appendix 1: Elements of an urban heritage-led entrepreneurial ecosystem

The framework for heritage-led entrepreneurial ecosystems in Historic Urban Areas that this report draws on has been developed as part of the HUB-IN Framework (see [Dargan L., Fox M., Hartung G., 2021](#)). Based on academic literature in entrepreneurial ecosystems (Stam and van de Ven, 2021) and urban innovation (Concilio et al., 2019), this framework sets out a range of ingredients and arrangements that help to foster and maintain heritage-driven innovation and entrepreneurship in Historic Urban Areas. Together, the ingredients and arrangements will be referred to as the elements of an urban heritage-based entrepreneurial ecosystem.

In short, the eight ingredients are the following:

- **Heritage** represents those tangible and intangible elements inherited from the past that reflect and express constantly evolving values, beliefs, and traditions.
- **Physical and digital infrastructures** refer to the availability of structures and facilities (e.g. buildings, energy systems, modes of transportation) that facilitate proximity and interaction between different stakeholders.
- **Marketplace / demand** shows the importance of innovative and entrepreneurial activities addressing a clear need or a receptive marketplace.
- A well-developed range of **support organisations**, like research institutes or incubators, can provide input for innovative and entrepreneurial processes.
- **Human resources** incorporate the experience, skills, and talents of the local population and those attracted to the area from outside the city.
- **Knowledge** as an openly accessible resource that both local and extra-local partners can build upon (for example, through open-data sources or publicly accessible educational spaces).
- Availability of adequate **financial resources**, which can take the shape of innovative financial models.
- **Leadership**, understood as the presence of individuals or groups that guide and direct collective action.

In each HUB-IN Place, the availability and level of development of the above ingredients result in a unique mix of resources. How these ingredients can be mobilized, combined and employed is influenced by four institutional and cultural arrangements:

- The ***urban culture***, encompassing the sense of place and symbolic meanings that those living in, working in, and visiting Historic Urban Areas attach to these places, as well as a specific ambience in (parts of) the city.
- The ***entrepreneurial culture***, including, for example, the opportunities innovative actors have to learn from each other, the general attitude towards risk and risk-sharing, and the chances of spontaneous interactions that spark creative processes.
- (Formal and informal) ***networks***, referring to the presence and density of social infrastructures.
- The presence and priorities of ***formal institutions*** that set out rules and regulations.

A more detailed explanation of this framework, and its individual elements, can be found in [van Twuijver et al. \(2021\)](#).

## Appendix 2: Policy strategies to support an urban heritage-led entrepreneurial ecosystem








Historic Urban Areas can provide fertile ground for innovative and entrepreneurial behaviour. Based on the HUB-IN philosophy, a Historic Urban Area is a melting pot of (potential) resources, including tangible and intangible heritage, people, organisations and existing infrastructures. In the main body of this report, we have utilised the lens of entrepreneurial ecosystems to understand how different initiatives taking place within this melting pot can contribute to a heritage-led entrepreneurial ecosystem. Such an ecosystem is able to sustain itself over time, through a constant flow of people, ideas and resources that enable experimentation, implementation and adaptation of activities. It creates outputs, in the form of new initiatives, innovations and businesses, that contribute to sustainable heritage-led regeneration of the Historic Urban Area.

This is in line with recent developments in the field of heritage management (Janssen et al., 2017). Throughout the past decades the role of heritage in the economic and social regeneration of urban areas has come to the forefront. A shift is taking place from the understanding of heritage renovation, maintenance and utilisation as a public task, to a co-creation process in which private, public and community stakeholders take part. This also means that the role of public parties is changing. Next to driving heritage-led regeneration, facilitating other stakeholders, including entrepreneurs and community members, is becoming an important task. This leads to a diversification of the options for policy making and heritage management by public parties, in particular local authorities.

Supporting other stakeholders within a heritage-led entrepreneurial ecosystem to develop innovative and entrepreneurial activities can be new terrain. Based on the learnings presented in this report, we have formulated seven strategies that local authorities can adopt to support and strengthen their urban heritage-led entrepreneurial ecosystem. These strategies can be found on the next page.



# Strategies local authorities can adopt to support and strengthen an urban heritage-led entrepreneurial ecosystem

	Strategy	Description	Example case	Links to other examples
	<b>1. Formulate a vision</b> on how heritage can contribute to a vibrant Historic Urban Area	The formulation of a vision by local authorities on how heritage can contribute to social and/or economic regeneration locally can stimulate collective action and create momentum for heritage-led regeneration. Integrating the perspective of different stakeholders into this vision can strengthen its acceptance and the willingness to contribute from private and community stakeholders (also financially).	Tibro (Sweden) has a longstanding tradition in furniture and interior design. In 2005, the local authority, together with local partners, designed a development vision for the town, building on its cultural heritage and traditional craftsmanship. As part of this, <a href="#">Inredia</a> , an international centre of excellence for interior design, was opened in a renovated textile factory.	<a href="#">Kangas</a> , Jyväskylä, Finland. <a href="#">Cultural Station Svilara</a> , Novi Sad, Serbia <a href="#">The Copenhagen Meatpacking District</a> , Copenhagen, Denmark <a href="#">Buda Island</a> , Kortrijk, Belgium
	<b>2. Create policy/regulation</b> that facilitates heritage-led entrepreneurial and community action	The rules and regulations set out by government bodies determine the playing field and incentive structure in which other stakeholders develop heritage-led regeneration activities. The creation of legislation that recognizes and supports activities by entrepreneurial and community stakeholders can facilitate heritage-led regeneration and innovation initiated by multiple stakeholders.	The municipality of Naples (Italy) put regulation in place that recognizes squatted (=occupied by citizens) public places if they serve community needs. These regulations have enabled the redevelopment of <a href="#">Scugnizzo Liberato</a> , and are part of a broader strategy aimed at supporting collective use of public and private spaces through self-governance structures.	<a href="#">Strijp-S</a> , Eindhoven, The Netherlands
	<b>3. Integrate heritage management</b> across different policy disciplines to foster heritage-led regeneration	Heritage can contribute to different social, economic and/or environmental goals for urban regeneration simultaneously, like community needs (affordable housing); develop economic activities (e.g. sustainable tourism) and the environment (e.g. urban biodiversity). An integrated approach can help to create a long-term commitment for maintenance and reuse of heritage and realize long-term cost savings.	The local authority of <a href="#">Vantaa</a> (Finland) implemented a three-year programme that integrated different policy disciplines. This <a href="#">Vantaa Cultural Environment Programme</a> brought together 100 public officials and helped realize a cross-sectoral approach to set out a vision, target state and set of measures for preservation and development of its heritage.	<a href="#">Vaartopia</a> , Leuven, Belgium <a href="#">Loos in transition</a> , Loos-en-Gohelle, France <a href="#">Chiostri San Pietro</a> , Reggio Emilia, Italy <a href="#">Dortmunder U</a> , Dortmund, Germany
	<b>4. Develop multi-level governance structures</b> with other public bodies	Partnerships with different <i>levels</i> (local - regional - national - international); and different <i>types</i> of public bodies (local governments and heritage partnerships) can facilitate sharing of expertise on heritage-management. In bringing together different funding streams novel co-financing structures can be built for heritage renovation and maintenance.	In Genk, a former coal mine has been redeveloped into the creative hub <a href="#">C-Mine</a> . To realise this, the city of Genk developed an Integrated Territorial Instrument (ITI), which made it possible to use multiple EU Funds (ESF, ERDF and the Cohesion Fund) next to local and national funding.	<a href="#">Marineterrein</a> , Amsterdam, The Netherlands <a href="#">Creative Industries Quarter</a> , Sheffield, UK <a href="#">Matadero</a> , Madrid, Spain <a href="#">The Piece Hall</a> , Halifax, UK
	<b>5. Initiate partnerships with</b> private and community stakeholders	Local authorities can initiate and develop partnerships with private and community stakeholders to pool (financial and human) resources and integrate needs and interests of different stakeholders. Partnerships can take different forms, e.g. public-private, private-community and tripartite cooperation.	In <a href="#">Otwarty Jazdów</a> (Warsaw, Poland), the local authority and citizens are designing a community management model for the regeneration of the historic neighbourhood of Jazdów. Through this model, the local authority, residents and NGOs will be directly involved in management of the Historic Urban Area.	<a href="#">Grainger Town</a> , Newcastle upon Tyne, UK <a href="#">Sinj u sridu</a> , Sinj, Croatia <a href="#">SOHO Arts District</a> , Málaga, Spain <a href="#">SkULL</a> , Skopje, North Macedonia
	<b>6. Enable use of public heritage buildings</b> for entrepreneurial and/or community activities	Local authorities often own (underused) physical/material heritage (e.g. discarded administrative buildings). These can be opened up as spaces for heritage-led urban regeneration through community and entrepreneurial activity, for example by offering long-term leases, preferably below market prices. Innovative agreements on renovation and management of heritage can lead to long-term cost savings.	In 2010, a voluntary association, comprised of local residents, signed a 20-year rental contract with the City of Halle/Saale (Germany), which gave it the right to renovate and utilise the monumental <a href="#">PeiBnitzhaus</a> . In 2018, an agreement was made to facilitate long-term community use of the building, with the intention to transfer ownership to the local community.	<a href="#">BAŠTA</a> , Bardejov, Slovakia <a href="#">HUB Criativo Beato</a> , Lisbon, Portugal <a href="#">KEBAP</a> , Hamburg, Germany <a href="#">Stará tržnica</a> , Bratislava, Slovakia
	<b>7. Put in place support structures</b> for heritage-led innovation and entrepreneurship	By putting in place support structures for the development of innovative and entrepreneurial activities, heritage-led regeneration can be stimulated. For example by creating open spaces for innovation, like fab labs, makerspaces and living labs, or by putting in place funding, incubator and/or accelerator programmes for entrepreneurs in the HUA. Heritage buildings can provide an inspiring infrastructure for this.	<a href="#">Base Milano</a> (Milan, Spain) is a creative centre that connects arts, businesses, technology and social innovation. It is housed in a historic building owned by the local authority. The local authority has selected a group of five socially-oriented organisations to develop and implement activities. These organisations have formed a self-financed non-profit social enterprise to run the centre.	<a href="#">RogCentre</a> , Ljubljana, Slovenia <a href="#">Chiostri di San Pietro</a> , Regio Emilia, Italy <a href="#">Hub Criativo do Beato</a> , Lisbon, Portugal <a href="#">Gamlestadens Fabriker</a> , Gothenburg, Sweden <a href="#">Kapana Creative District</a> , Plovdiv, Bulgaria