



HUB-IN

# Genova

## Hub of Innovation



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Action Plan **2023**

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## ABOUT HUB-IN:

### Mission

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

### Vision

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

## THE CONSORTIUM BEHIND HUB-IN



Δήμος Νίκος  
Nicosia Municipality



Belfast  
City Council



***HUB-IN is an integral part of the Regeneration Plan for the Genova historic centre: it will be the common ground for the structural measures already envisaged. The Project will be an opportunity to promote the values of culture, history and inclusion that distinguish our historic centre. The innovative actions included in the Project will enhance the perception of the HUA and its flows of citizens and tourists***

**Mauro Avvenente**

*Municipal Councillor for  
Historic Urban Areas*

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# Background

This Action Plan has been developed as part of the Horizon 2020 “HUB-IN” project. “HUB-IN” stands for “Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas” and is a European project aiming to foster innovation and entrepreneurship in Historic Urban Areas (HUAs), while preserving their unique social and cultural identity and the environment. Within the project, eight partner cities across Europe (Belfast, Braşov, Genova, Grand Angoulême, Lisbon, Nicosia, Slovenska Bistrica and Utrecht) are developing their own HUBs of innovation and entrepreneurship, testing, demonstrating and piloting activities for the sustainable transformation of their HUAs across three main clusters of innovation.

Together, the eight HUBs of innovation and entrepreneurship - i.e. the eight “HUB-IN Places” - and the 30 Actions that will be implemented in the partner cities are expected to contribute to the transformation of HUAs and their cultural landscapes both in

the pilot cities and more widely across Europe and beyond. The actions will act as a catalyst to help reverse trends of abandonment and neglect of historic heritage; boost heritage and culture-relevant innovation, creativity and entrepreneurship; create new job opportunities and skills in the cultural, creative, and clean manufacturing sectors and facilitate the development of new and tested regeneration blueprints for wider take up by other European HUAs.

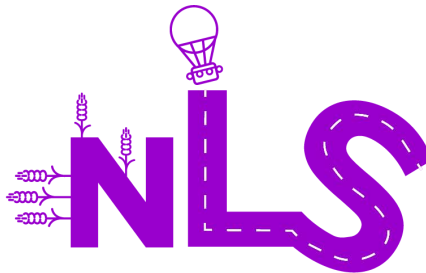
The present document consists of the Action Plan for the city of Genova and follows from a Roadmap that the city has previously co-created with local stakeholders to identify the overall vision, values and missions of the envisaged HUB-IN Place. It provides information about the Hub that is being developed in the Western Part of Genova’s Historic Centre and the actions that are going to be implemented as part of the project. A final section provides details as to how the Genova HUB-IN Place and planned actions are going to be branded and communicated to local stakeholders.

## THE HUB-IN CLUSTERS OF INNOVATION



### Culture and Creative Industries (CCI)

- Innovative products and services
- Adaptive reuse of traditional skills
- Cultural and creative tourism



### New Life Styles (NLS)

- Consumption and *prosuming*
- Living and mobility
- Health and wellbeing

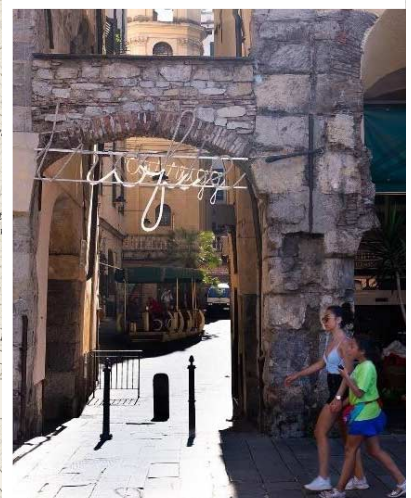
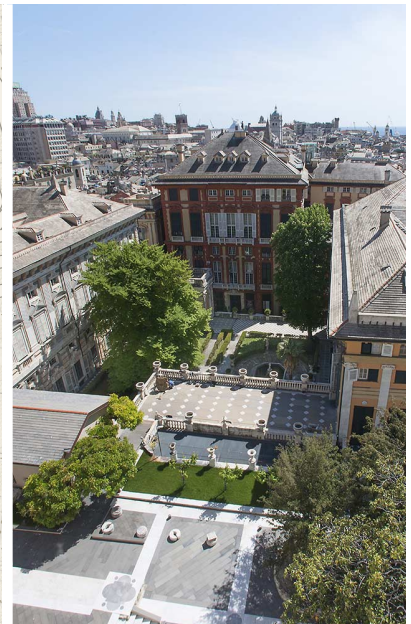
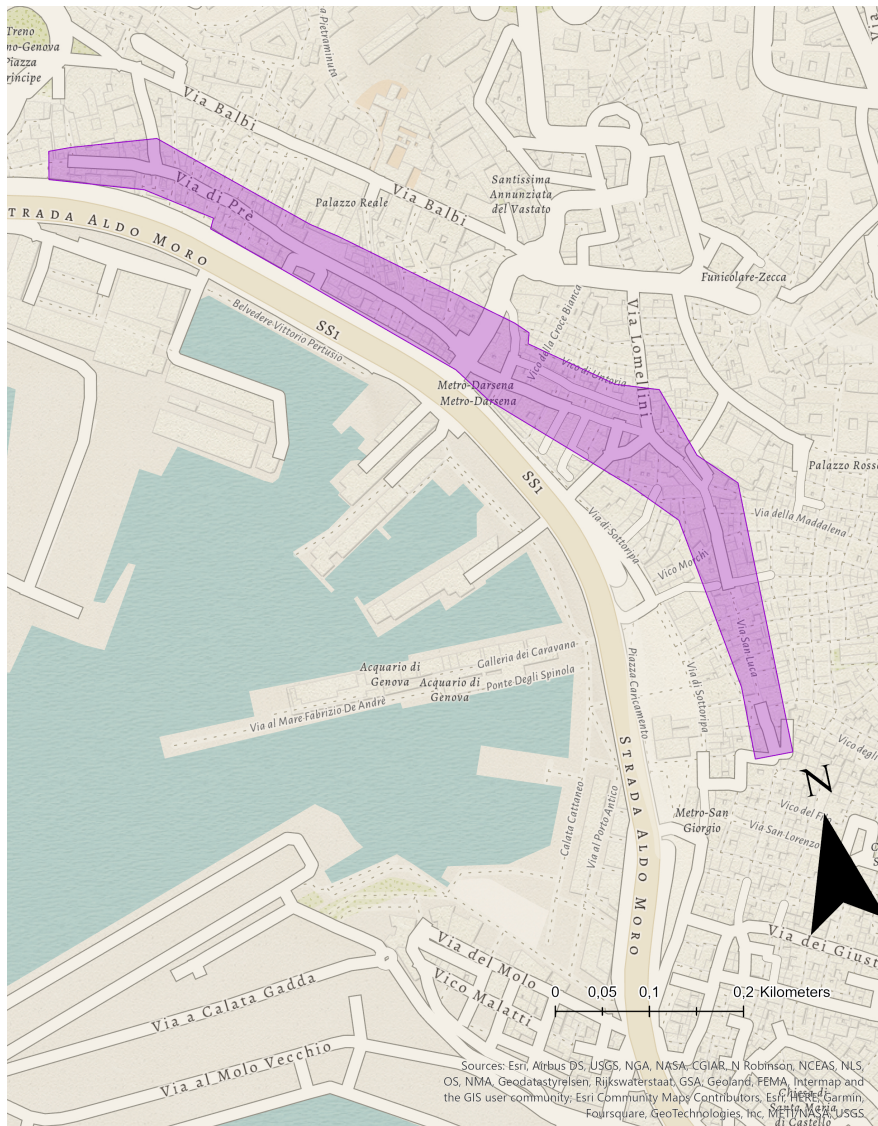


### Resilient & Human Connected Places (RHCP)

- Environmental Balance
- Empowering Communities
- Liveable and connected places

# HUB-IN Place

## Genova's Western part of the historic centre



**Action Plans:** An operational document setting out the individual detailed actions the partner cities are implementing to realise the vision of the eight HUB-IN Places and kickstart the transformation of their historic urban area. Each Action Plan includes an Introduction, description of the Hub, detailed templates for the implementation of the individual Actions and a final section on the branding and communication of the Hubs of Innovation.

**Clusters:** HUB-IN clusters of innovation are economic, social and ecological hotspots of innovation at the neighbourhood size for the heritage and culture-led regeneration of HUAs. HUB-IN identifies three main common clusters of innovation that should not be seen as silos of activities, but rather intertwining activities across the three clusters complementing and contributing to the development of HUB-IN Places.

The three clusters are:

- Cultural and Creative Industries (CCI),
- New Lifestyles (NLS) and Resilient and
- Human Connected Places (RHCP).

## HUB-IN

### HUB of Innovation:

The HUB-IN Places that partner cities are focusing on within the framework of the project. They can be physical and/or virtual Hubs of innovation where cultural wealth and heritage provide a unique competitive advantage - a key resource for enhancing the sustainable regeneration of historic urban areas. Hubs of Innovation are distinguished by their local action and their global interconnection: local hotspots of creativity, community empowerment and entrepreneurship; places to co-design, test and develop new solutions, ideas, and creative businesses in a real urban environment. They bring together local stakeholders, academia, industry and local governments - characterised by a strategic integrated approach blending three clusters of innovation.

**Roadmaps:** A strategic document developed during the course of 2021 and 2022 by the HUB-IN partner cities to define the Vision, Values, Missions and Key Actions of the eight Hubs of Innovation - to be further developed in the HUB-IN Action Plans. The eight Roadmaps were co-created with local stakeholders through ad-hoc meetings, workshops and questionnaires.

### Historic Urban Area (HUAs):

The HUA concept draws directly from UNESCO's 'Historic Urban Landscapes' which define urban areas as resulting from the historic layering of cultural and natural values and attributes, extending beyond the notion of "historic centre" or "ensemble" to include the broader urban context and its geographical cultural setting. In this way Historic Urban Areas relate to both the tangible and intangible factors that both set the context and shape the historic area's character, identity and values.

# Introducing the Genova Action Plan

Genova is the capital of Liguria, a region facing the sea located in the Northwest of Italy. It is the largest seaport in the country and the sixth largest city overall, with a population of 564.212 inhabitants. Genova is one of Italy's main economic centres and a well-known destination for leisure and cultural tourism, with its popular coast and aristocratic renaissance Palaces, called "Rolli palaces" inscribed on the UNESCO World's Heritage List.

The Historic Centre of Genova is one of the most extended (about 113 hectares), preserved and densely populated mediaeval historic centres of Europe. Located at the very heart of the city, close to the Old Port and to the main train station and attractions, it is rich in heritage and home to important museums and cultural centres. Its structure and architecture are characterised by a maze of alleys and small squares, compact and high-rising ensembles of historical buildings, churches and aristocratic palaces. Some of these buildings today are hosting shops, cafes, bars, restaurants, accommodation facilities and private residences.

Genova's HUB-IN place is located in the Western Part of the Historic Centre and comprises its main cultural and commercial streets, forming a transversal axis starting from Piazza Banchi, continuing to Via San Luca and Via del Campo and ending in Via di Pré. Counting approximately 21.000 inhabitants (about 4% of the total city population) within a space of around 1,13 km<sup>2</sup>, it is characterised by a unique cultural and historical identity and by a strong ethnic and

social mix. The HUA is currently facing several challenges, the main one being the need to fight decay in all its forms – physical, social and economic - reversing tendencies of abandonment, mistrust and fragmented relationships with locals.

In the same section of the historic centre where the Genova HUB-IN place is located, the Municipality is currently implementing two large and important programmes in an effort to address some of the above challenges, namely the "Caruggi Integrated Plan" for the sustainable urban regeneration of the historic centre as a whole and the "Management Plan for the Unesco site of Genova 2020-2024". The first pursues the recovery, revitalisation and enhancement of Genova's Old Town, planning investments for over 137 million euro aimed at improving the quality of life of the area's residents and workers and the usability and perception of residents and visitors alike. Interventions focus on renovating existing spaces and squares, without adding new buildings but creating new green areas and spaces for socializing and services. The second aims at implementing special measures for the protection, fruition and management of Genova HUA's outstanding cultural heritage, which is an internationally recognized UNESCO World Heritage Site. Since 2006 Genova's Historic Centre has indeed been included in the UNESCO World Heritage List, for its complex of streets and magnificent Renaissance and Baroque palaces. Genova's HUB-IN place is developing alongside these programmes, independently albeit in full synergy and coordination.

Since July 2021, the Genova HUB-IN team has engaged with local stakeholders and communities through workshops, meetings, interviews and surveys to find out more about the selected HUB-IN place, discuss its strengths, weaknesses, opportunities and threats and develop new ideas for sustainable growth. In particular, in March 2022 a Roadmap workshop with stakeholders from public institutions, civil society and businesses identified a number of themes and priorities for the HUB-IN place. This engagement activity resulted in the development of the HUB-IN Genova Roadmap, which identified the main values, vision and goals for the HUB-IN place. The Roadmap also outlined two specific Missions and a range of supporting key actions for the Genova HUB-IN place, oriented towards the creation of opportunities for the growth and resilience of local businesses and the development of creative actions in the pilot area.

Starting from the Roadmap, the Genova HUB-IN team further prioritised and developed the proposed key actions, also through a careful involvement of all the relevant offices within the Municipality, resulting in the present Action Plan.

**The HUB-IN Genova Action Plan is articulated into four individual but interlinked Actions, sharing the overall objective of revitalising Genova's HUA by increasing footfall and attractiveness, promoting social inclusion and interactions and bringing innovative businesses in the area, while preserving the cultural heritage of the HUA and its authentic identity as a welcoming melting-pot.**

These Actions align to the overarching HUB-IN project objectives and will make use of resources developed in its framework such as the "Geotool". In summary:

**Action 1** will develop a project for the urban outfitting and aesthetic embellishment of the HUA's public spaces, to make it more lively and welcoming and encourage social gathering and interaction.

**Action 2** will launch a Public Art initiative in the HUA's streets and squares, restoring and reinforcing its identity as a location of high artistic value and introducing new contemporary cultural contents alongside existing traditional ones.

**Action 3** will develop a creative storytelling project to narrate and preserve the HUA's real-life stories, history and culture, fostering the development of a common identity among locals and enriching the visitor experience and the city profile worldwide.

**Action 4** will launch an experimental call to foster innovation and entrepreneurship in the HUA, bringing in new ideas and projects able to fertilise the local entrepreneurial ecosystem.

Together, these four actions aim to bring life, creativity and entrepreneurship into the HUA, empowering the local communities along the way.

To realise the vision of Genova's HUB-IN Place, managing the Action Plan's implementation and ensuring the legacy of the actions and of the HUB-IN project as a whole, a Genova Hub of innovation will be set-up. The Hub will not be a physical place, but will consist of a Working Group created by the Municipality in synergy with HUB-IN local team members' Job Centre and IRE, committing to make "change" happen in the HUA according to the HUB-IN principles and objectives.

# The Genova Hub

Genova's HUB of innovation relates to the whole of the HUA. It is not a physical building - Instead, it is a virtual network created by the collaboration between a group of key stakeholders who have committed to making change happen in the HUA. The Actions to be implemented as part of the HUB do not happen in a fixed space, but will be spread throughout the HUA's streets and squares.

The first step is to establish a close synergy with the other ongoing regeneration programmes that are taking place in the HUA and in particular with the "Caruggi Integrated Plan", which is managed by the same Municipality Department that is managing the HUB-IN project. The intervention logic that is being pursued is that HUB-IN will be bringing animation, innovation, creativity and revitalisation where the Caruggi Integrated Plan is bringing physical renovation. Together, the two strands of intervention aim to maximise impact and ultimately bring about sustainable, beautiful and inclusive urban regeneration.

To achieve this, the Genova HUB of innovation will bring together two different Municipal groups: the HUB-IN project's Working Group, formally established in 2020 with a political act and composed of three Municipal Departments (Economic Development, Urban Planning, and Communication and Events), and the Caruggi Integrated Plan's "Steering Group" involving ten Departments. After a series of meetings taking place in January and February 2023, these two Municipal groups have agreed to cooperate in the framework of the HUB as they share the HUB-IN project principles and overarching objective of regenerating

Genova's HUA through innovation, entrepreneurship and creativity. They have committed to work together and realise the vision of HUB-IN, first by implementing the actions and activities of the present Action Plan within the space of the project, and then (over time) by potentially uptaking other initiatives, activities and projects aligning with this Vision.

HUB-IN partner IRE and linked-third party Job Centre, both members of the HUB-IN project local team, are also involved and committed to work alongside the Municipality to implement the Action Plan and realise the Genova HUB-IN place.

Specifically, Genova's HUB of innovation will be composed of the following main actors:

## HUB-IN project Local Team

EU projects Office, Economic Development Department (Genova Municipality)

Urban Planning Department (Genova Municipality)

Communication and Events Department (Genova Municipality)

Job Centre (Municipality's in-house technical agency for innovation and entrepreneurship)

IRE (Liguria Region's in-house technical agency for urban regeneration, energy and infrastructures)

## "Caruggi Integrated Plan" Steering Committee's Coordinator

Coordination and Management Office, Economic Development Department (Genova Municipality)

## Other subjects

UNESCO Office, Economic Development Department (Genova Municipality)

Through the above subjects, the local Communities and Associations will also be involved in the HUB activities and will be consulted and engaged when needed. In particular, the stakeholders group created by the HUB-IN project local team and engaged in the co-creation phase of 2021 and 2022 (Roadmap phase) will be involved, consulted and kept up to date with any relevant development throughout the entire implementation process. This group is composed of a representative mix of civil society, cultural associations and entrepreneurs with an active role and interest in the pilot area. To further increase representation, other stakeholders engaged by the “Caruggi Integrated Plan” over the past couple of years will also be included and involved (e.g. the private and public subjects signing the “Cooperation Pacts” in 2021 to develop territorial animation and youth engagement actions in the area).

The Genova HUB will be led by the Genova Team - in strong synergy with the Caruggi Plan Steering Committee and Unesco office, which will set priorities, coordinate present and future activities and act as the main contact point. In the short-term, the group will be responsible for implementing this Action Plan and is planning to meet as much as needed in order to achieve so. To this end, the group will invite the subjects implementing the individual Actions (e.g. the Academy of Fine Arts, the selected tenders' winners) to join some of the operational meetings in order to ensure good governance and coordination.

By the project's end, Genova's HUB of Innovation will explore further possibilities (e.g. funding sources, new opportunities, etc.) and work towards the planning of future activities in the HUA, in order to guarantee the legacy of the implemented actions and of

the HUB-IN project as a whole. This will be done via the drafting of a Development Plan for the Genova HUB-IN Place for the period 2024-2026.

Despite the “virtual” nature of the HUB and the spreading of activities throughout the HUA, one or more “physical” contact points will be identified and established to ensure a strong and constant connection and interaction with the local communities. These will be chosen among a number of multi-functional and multi-purpose Municipality-owned spaces within or in the immediate surroundings of the HUA, and will be used as temporary contact points where citizens could go on selected days and occasions to ask for information about the HUB-IN Place and the actions that are being implemented. Potentially, these spaces could also be used for hosting communication events (as listed in this document's branding and communication section) and some steps of the Actions.

An indicative timeframe for the Genova HUB's activities could be the following:

- By February 2023: the core HUB-IN Genova HUB is involved and on board, Kick-off-Meeting has taken place,
- February-December 2023: implementation and coordination of the HUB-IN actions
- February-June 2023: identification of the HUB-IN Place physical contact point(s)
- January-June 2024: drafting of a Development Plan to search and develop new opportunities, funding, initiatives, etc. that would ensure sustainability and legacy of the actions.

# The Genova Actions

- 1**  **Urban  
Outfitting for  
an inclusive  
and lively HUA**
- 2**  **Public Art  
Initiative**
- 3**  **Creative  
Storytelling  
of the HUA**
- 4**  **Developing  
and running  
an experimental  
call for  
innovators**



# Urban Outfitting for an inclusive and lively HUA



## CITY MISSION

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

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	key stakeholders to be involved -> 16
	key resources required -> 16
	timing -> 16
	GDPR -> 16
	potential risks -> 16

## COORDINATION

The action will be coordinated by the Municipality's "Economic Development" department, with the support of the "Urban Planning" and "Communication and Events" Departments. HUB-IN team members Job Centre and IRE will also participate.

## CONTEXT

The Genova HUA has always been characterised by a strong cultural, ethnic and social mix, also due to its proximity to the Port. Historically an open, vibrant and welcoming place - a small town in itself full of sounds, colours and smells from all corners of the world - over the past few decades the Western area of the historic centre, running from Piazza Banchi to the Commenda di Pre' and its buffer zone, has become degraded and undesirable, both for its residents to live in and for other people to visit.

The HUA's public streets and squares, once very dynamic and the centre of social life, are now poorly attended or attracting unfavourable activities, thus also raising safety issues. New businesses are discouraged from establishing in the area, and current existing ones are struggling to survive. Most importantly, this increasingly secluded life of inhabitants, with little mix or interaction, is proving especially detrimental for local minorities and marginalised groups.

The Action aims to encourage social interaction and promote new opportunities for social cohesion and cultural inclusion, preserving and nurturing the authentic and local identity of the place as a lively, welcoming melting-pot of people from the most diverse backgrounds. It wants to bring locals back to the public streets and squares of the HUA. For this to happen, the Action undertakes to turn spaces into inspiring, multi-functional places where local residents can relax, play, build new relationships and generally feel welcomed thanks to the aesthetic embellishment of the public spaces. The implemented outfitting solutions will improve the well-being and everyday life of the locals, while also making the area more attractive for everyone else: citizens from other neighbourhoods, tourists and businesses willing to establish (or stay) in the area.

This Action will take place in the framework of the physical regeneration interventions that are currently taking place in several squares of the area, through the already mentioned "Caruggi Integrated Plan" regeneration programme led by the Municipality. This programme is an integrated plan for the regeneration, revitalization and enhancement of the Genova old centre, aimed at the improvement of the quality of life for residents, workers (shopkeepers, professionals, employees), recovering the usability and the favourable perception of people living in the HUA or occasionally visiting it.

The Action will be developed in strong synergy with the other HUB-IN Actions, in particular it will be complementary to the Public Art Initiative Action. It will be focused on social cohesion, while the Public Art initiative will aim at the artistic valorisation of the area. Together with the Storytelling Action, they will enliven and enhance the attractiveness of the HUA.

## DESCRIPTION

The Genova HUB-IN team will launch one or more tenders based upon a specific set of parameters (to be defined by the Municipality) for the development of a project aimed at providing sustainable urban outfitting solutions in the HUA.

The Urban Outfitting project should foster new opportunities for social gathering, inclusion and cohesion among local residents (the main target of the action), increasing the liveability of the place through aesthetic embellishment actions aimed at reversing the trend of abandonment of the area. It may include the installation of movable furniture such as innovative benches or racks as well as painting of shutters and so forth. Studies have shown that attractive and functional urban outfitting solutions can positively influence the way public spaces are perceived and used - e.g. how long and frequently people stay and interact, their behaviour, etc - and have the potential to improve social life in the area. The implemented solutions will contribute to the creation of a social public space where different cultures and lifestyles interact and the local identity of the HUA is not only preserved, but enhanced. They will nurture community building and counteract spatial inequalities and exclusion.

### **The indicative steps of the Action can be detailed as follows:**

- the Municipality will design the tender, launch it and select the winner according to its public procurement rules;
- the tender winner will engage the HUA's stakeholders, in order to collect their ideas on the most appropriate outfitting and furniture solutions;
- solutions will be developed by the tender winner(s), paying particular attention to the use of sustainable, recycled and circular material; the developed solutions will have to be made to be durable and easily maintained;
- solutions will be installed in the HUA's streets and squares, in accordance with the Municipality's relevant offices and existing initiatives and with the local Public Body for Cultural Heritage.

The Action will use the HUB-IN GeoTool developed in the framework of the project for mapping the squares and streets where the outfitting solutions will be placed. Potentially, it could also be used to engage local stakeholders (e.g. surveys, etc).

After a period of time (to be defined, possibly a few months), the Municipality will explore the possibility to move or replicate the solutions around or to other parts of the historic centre, so as to extend its benefits elsewhere in the HUA. It will do so by working in synergy with the Office leading the Caruggi regeneration programme, liaising with them and their planned interventions to bring the outfitting where it is most needed (e.g. a square that is just being renovated, etc.).

Synergies will also be sought with the so-called Cooperation Pacts, a set of collaboration agreements established between the Municipality and some local associations (again in the framework of the Caruggi Integrated Plan) to promote the shared management of some of the HUA's streets and squares.

## EXPECTED RESULTS

- Preserve and promote the local identity of the HUA as a vibrant, welcoming place
- Promote social interaction and community building among local residents
- Promote social inclusion of marginalised groups, i.e. ethnic minorities, young people, elderly
- Promote the use of public spaces
- Promote revitalization of the HUA

## KEY STAKEHOLDERS TO BE INVOLVED

- Local residents will participate in the co-creation and co-design process
- Civil society (associations operating in the HUA) will contribute to highlight the territorial needs
- Local shopkeepers and businesses will also participate in the co-creation process
- The Public Body for Cultural Heritage will help to identify the achievable actions taking into account the heritage constraints
- The UNESCO Management Committee will ensure the synergy to leverage on the “Rolli” events
- People working in the HUA as part of the citizenry will be interviewed in the monitoring surveys

## KEY RESOURCES REQUIRED

- Time (staff): 3 people from the Municipality's Economic department to coordinate, 4 more members from the local HUB-IN team, 2 other departments from the Municipality
- Money: the Action will be funded through HUB-IN funds (100.000 euro)
- Space: The Action will be implemented in the HUA's public streets and squares
- Regulatory support: The Municipality will manage the policy, legal aspects and permits
- Tools, materials: To be defined by the tender winner depending on the project to be implemented

## TIMING

The indicative timeline is between January and December 2023, specifically:

- tender design and preparation: January 2023
- tender launch and selection: February - March 2023
- co-design of solutions: March - April 2023
- development of solutions: April - May 2023
- installing of solutions: June - December 2023

## GDPR

The Municipality will provide data subjects with all the relevant information and will ask for the signature of the privacy consent form if applicable

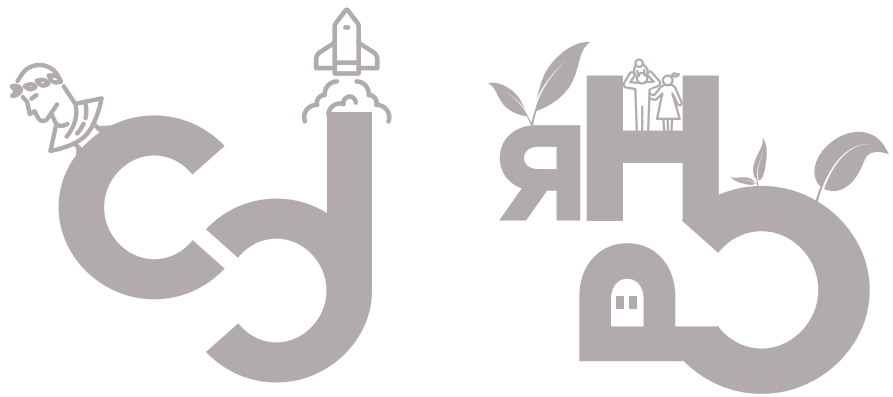


## POTENTIAL RISKS

The action will be implemented in the Historic Centre, which is a UNESCO site and is subject to constraints by the local Public Body for Cultural Heritage, meaning that some interventions are not possible. The main challenge is thus to design and implement solutions that align with the Hub-In objectives while being within the framework of these limitations. To mitigate this risk, the Municipality is planning to engage and work in cooperation with the local competent office of the Public Body for Cultural Heritage and the UNESCO Management Committee.



# Public Art Initiative



## CITY MISSION

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

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	context -> 18
	description -> 19
	expected results -> 20
	key stakeholders to be involved -> 20
	key resources required -> 20
	timing -> 20
	GDPR -> 20
	potential risks -> 20

## COORDINATION

The action will be coordinated by the Municipality's "Urban Planning" Department in cooperation with the "Academy of Fine Arts", a public higher education institution located in Genova.

## CONTEXT

The Genova HUA is a UNESCO site of exceptional cultural and artistic value. Its "Rolli Palaces", a network of residences built by the wealthiest and most powerful aristocratic families of the Republic of Genova, represent the first example in Europe of an urban development project with a unitary framework.

The HUA includes an ensemble of Renaissance and Baroque palaces along the so-called "New Streets" (Strade Nuove). The influence of this urban design model is evidenced by Italian and European literature over the following decades. They also offer an original example of a network of public hospitality houses for State visits. The owners of these palaces were obliged to host State visits, thus contributing to the dissemination of knowledge of an architectural model and a residential culture which attracted famous artists and travellers, and of which a significant example is a collection of drawings by Rubens (the book "Palazzi di Genova" published in 1622). Owners would sponsor and commission paintings and sculptures to young artists to adorn their palaces; today some of them are museums and preserve the refined art collections of these aristocratic families.

This Action aims at restoring and reinforcing the identity of the HUA as a location of high artistic value by introducing new contemporary cultural contents alongside existing traditional ones. It aims at enhancing the local context in such a way that could attract people and art-lovers not only locally, but also at national and international levels, thus increasing footfall in the HUA. Through a collaboration with Genova's Academy of Fine Arts, the Action will propose a new way of experiencing art, by taking it outside of the HUA's buildings and museums (where it was traditionally placed) and out into its streets and squares for everyone to see and enjoy. It will develop a Public Art initiative created for the general public, installed in public spaces, and that will be the direct or indirect product of a public process of creation with local artists and stakeholders.

The Action will be implemented in the framework of the physical regeneration interventions that are taking place in several squares of the area as part of the "Caruggi Integrated Plan". It will also be developed in strong synergy with the other HUB-IN Actions, in particular it will be complementary to the Urban Outfitting Action. It will focus on the artistic valorization of the area, whereas the Urban Outfitting Action will aim at social cohesion. Together with the Storytelling Action, they will enliven and enhance the attractiveness of the HUA.

## DESCRIPTION

The Genova HUB-IN team will cooperate with the local “Academy of Fine Arts” for the development of a Public Art initiative to enhance the artistic value of the HUA and support its regeneration.

The Action will develop a creative project able to provide a new perception and experience of the HUA through Public Art. Different works of art will be planned, created and installed in the area’s streets and squares according to a common narrative (as a widespread exhibition), in line with the HUA’s history and cultural heritage but also enabling people to take a fresh look at what the place can offer from an artistic viewpoint.

The Action, developed for and with the public, will be implemented by the “Academy of Fine Arts”, who will work under the overall coordination of the Municipality and in cooperation with local students and artists, who will gain visibility from the Action. The local Public Body for Cultural Heritage will also be involved since the start of the project to ensure alignment.

### **The steps of the Action can be detailed as follows:**

- formal agreement between the Municipality and the Academy of Fine Arts (which is a public body)
- development by the Academy of a set of ideas and concepts for the Public Art initiative by engaging its internal stakeholders, e.g. its Professors and students;
- the concepts will be proposed to and agreed upon with local stakeholders;
- the artworks will be produced by local artists engaged by the Academy (students - current or past, etc.);
- the artworks will be installed throughout the HUA, in accordance with the Municipality and in synergy with the other HUB-IN actions and with other ongoing regeneration activities.
- the Public Art exhibition will be launched and promoted.

The Action will use the HUB-IN GeoTool (developed in the framework of the project) to organise all the information regarding the exhibition. It will map the itinerary of the exhibition and the location of the artworks, provide information about the individual works, map the related events, etc.. Potentially, it can also be used to engage local stakeholders (e.g. vote your favourite artwork, survey for monitoring, etc.).

The Public Art exhibition will be located primarily in the HUA’s main streets and squares, in synergy with the other Actions and with the “physical” regeneration that is ongoing in the area. The possibility to use some of the HUA’s empty spaces owned by the Municipality as well as some private spaces owned by the local businesses will also be explored.

The exhibition will be hosted in the HUA for a temporary period of a few months. If successful, the Municipality will explore the possibility for it to become itinerant and be moved to other parts of the historic centre (which is extremely vast and made up of different neighbourhoods) or of the city, so that its benefits in terms of footfall and revitalization can extend to other areas. The Action will also experiment with and test a new way of producing and experiencing Art as something that is strictly connected to and interacting with its urban context, and this is likely to have a long-lasting effect on the shaping of future artistic practices in the city.

## EXPECTED RESULTS

Enhancing the artistic value of the HUA, promoting social inclusion and active citizenship of students and residents, revitalization of the HUA, making culture accessible to all, increasing footfall in the HUA.

## KEY STAKEHOLDERS TO BE INVOLVED

- Local museums
- Local associations
- Local inhabitants
- Local shops, restaurants and bars
- Cultural organisations
- Public Body for Cultural Heritage

Stakeholders will exchange ideas and be informed as the Action progresses, potentially hosting some of the installations, spreading the word about the Action and “looking after” the various artworks. Continuous liaising with the Public Body for Cultural Heritage will make sure that the project meets the required rules and standards in terms of heritage.

## KEY RESOURCES REQUIRED

- People: Municipality's Urban Planning Department to coordinate, Academy of Fine Arts (teachers and students), 2 other Departments from the Municipality, 4 more people from the HUB-IN team
- Budget: The action will be financed by the HUB-IN project (53.450 euro)
- Space: Public spaces accessible to all in accordance with the Municipality
- Regulatory support: The Municipality will manage the policy, legal aspects and permits
- Tools and materials necessary for artistic installations, Hub-In GeoTool

## TIMING

- Introduction of the action and involvement of the crucial stakeholders: end of 2022 - February 2023
- Public Art Initiative first concept development and co-creation: by April 2023
- Public art Initiative final design and development: by May 2023
- Creation of the artworks and installation: September - December 2023
- Exhibition launch: January 2024
- End of the Action: January 2024

## GDPR

The Municipality will provide data subjects with all the relevant information and will ask for the signature of the privacy consent form if applicable.

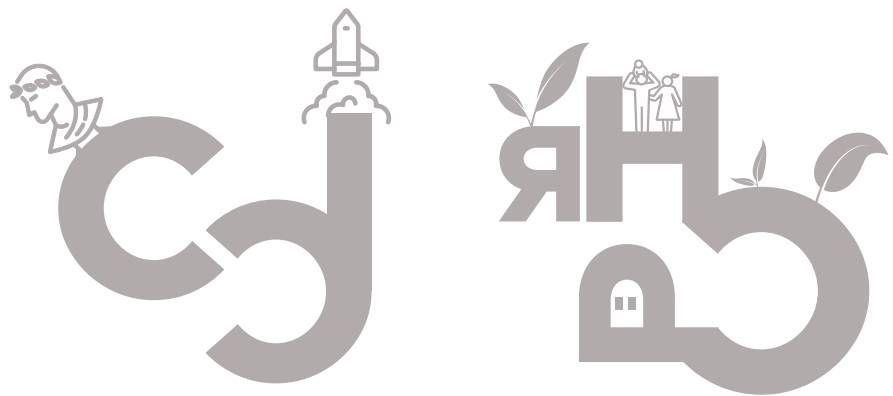


## POTENTIAL RISKS

Vandalization of the installed artworks. To mitigate the risk, the Action will make use of two ongoing initiatives developed by the Municipality in the framework of the Caruggi Integrated Plan: the so called Collaboration Pacts to stimulate stakeholder engagement and sense of ownership on the part of local residents; and the existing city vigilance programme (video-surveillance in the interested squares).



# Creative Storytelling of the HUA



## CITY MISSION

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

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## COORDINATION

The action will be coordinated by the “Economic Development” Department of the Municipality of Genova, with the support of the “Communication and Events” and the “Urban Planning” Departments. HUB-IN team members Job Centre and IRE will also participate.

## CONTEXT

The strong local identity of the HUA needs to be better preserved, encouraged and narrated both to local citizens and the wider public. It is an identity forged by its proximity to the Old Port and is made up of its people, the interactions, the traditions, the craftsmanship, the little shops, the melting-pot. The HUA is also a UNESCO site characterised by outstanding art and cultural heritage, deserving to be better known and narrated to the wider public.

The Action aims at preserving and enhancing the tangible and intangible assets of the HUA, through a visual Storytelling project involving the creative sector. The project will bring attention to its rich memory and cultural heritage, its unique identity made up of its diverse people and magnificent places. The use of modern narrative techniques (video, graphics, etc.) will enable it to reach a wider and diverse audience.

The creative Storytelling project will foster the development of a common identity among locals and will also increase recognisability to the outer world. On the one hand, it will develop neighbourhood pride, hopefully leading to more active engagement on the part of local residents; while on the other hand it will make the HUA's cultural heritage better known outside its immediate perimeter, increasing its attractiveness and wider participation to local events and initiatives.

The Action will be developed in synergy with the other HUB-IN Actions, as well as with the physical regeneration interventions that are currently taking place in the pilot area and their related initiatives.

## DESCRIPTION

The Genova HUB-IN team will publish a tender for the development and implementation of a creative storytelling project to preserve and enhance the memory of the HUA. The tender will be promoted at national level, so as to potentially attract high-profile creative subjects able to bring attention and added cultural value to the initiative.

The storytelling project will focus on reproducing the atmosphere of the HUA and its surroundings, finding innovative and creative ways to tell the real-life stories, history, culture, heritage, music and traditions that are its life force. It could deploy different narrative techniques, either individually or in combination, such as for example short-videos and/or graphic panels. The tender winner will have to co-create the content with the help of local stakeholders and residents, including schoolchildren, tech-savvy teenagers, senior citizens with tales to tell,

ethnic communities, local businesses and artists. The aim is to develop a set of strongly evocative stories to create interest and build knowledge of the local heritage among tourists and Genoese citizens alike, also stimulating pride and participation from the local residents.

The creative storytelling project will be hosted by the Municipality's institutional channels (website and social media) and could also include installations around the HUA, in synergy with the other HUB-IN Actions and with other initiatives ongoing in the area. To maximise the impact, the visibility and the longevity of the action, particular attention will be paid to the creation of opportunities to optimise public dissemination of the storytelling, with dedicated activities targeting the widest possible audience. This could include the organisation of ad-hoc local events (e.g. launching event), participation to existing large events (e.g. the famous twice-yearly "Rolli days"), but also the organisation of a digital media marketing campaign, to ensure that even the youngest generations are reached.

**The indicative steps of the Creative Storytelling Action are the following:**

- Tender design, launch and selection (by the Municipality)
- Storytelling project design, development and implementation, including co-creation activity (by the tender winner with the help of local stakeholders).
- Various initiatives (digital and physical) are organised to promote and disseminate the project (by the Municipality and the tender winner).

After the end of the HUB-IN project, the developed solutions (videos) will continue to be promoted and disseminated by the Municipality and used at future local public events.

## EXPECTED RESULTS

- Preserving and reinforcing the memory of the HUA
- Developing a sense of ownership among local residents
- Making the HUA's outstanding heritage known to the outer world
- Raising awareness on Cultural Heritage among citizens
- Increasing footfall in the HUA
- Revitalization of the HUA.

## KEY STAKEHOLDERS TO BE INVOLVED

The following stakeholders will be involved in the various phases of the Action (e.g. in the shooting of videos as testimonials, for feedbacks, etc.):

- Civil Society (associations operating in the HUA)
- Local businesses/retailers
- Academy of Fine Arts
- Local Residents
- The "Genova Liguria Film Commission" (not for profit Foundation created by Municipality of Genova and Liguria Region to promote audio-visual works in the territory).
- Public Body for Cultural Heritage

## KEY RESOURCES REQUIRED

- Time (staff): Municipality's Urban Planning Department to coordinate, Academy of Fine Arts (teachers and students), 2 other Departments from the Municipality, 4 more people from the HUB-IN team
- Money: The action will be financed by the HUB-IN project (53.450 euro)
- Space: Public spaces accessible to all in accordance with the Municipality
- Regulatory support: The Municipality will manage the policy, legal aspects and permits
- Tools and materials necessary for artistic installations, Hub-In GeoTool

## TIMING

The indicative timeline is between February and December 2023, specifically:

- tender design and preparation: January 2023
- tender launch and selection: February- March 2023
- co-design of solutions: March - April 2023
- development of solutions: April - May 2023
- implementing of solutions: June - December 2023

## GDPR

The Municipality will provide data subjects with all the relevant information and will ask for the signature of the privacy consent form if applicable.



## POTENTIAL RISKS

The Municipality needs to implement the most adequate action in accordance with the UNESCO Management Committee and the Government Body for Cultural Heritage. Being a UNESCO site, there are action constraints as to what can be implemented and installed in the pilot area.



# Developing and running an experimental call for innovators



## CITY MISSION

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

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## COORDINATION

The action will be coordinated by the Municipality's Job Centre, linked third party in the HUB-IN project and expert on the topic of innovation & entrepreneurship.

## CONTEXT

The Genova HUA, characterised by a strong ethnic component, has historically been the recipient of several actions by the Municipality of Genova to attract new entrepreneurial activities. Even recently, the Municipality has promoted incentives for the use of the HUA's vacant spaces, such as the "Bonus Affitti" programme (Rent allowance programme), partially intended for artists, and a call for the assignment of premises to commercial and craft businesses. Applicants to the above incentives (data from the entire historical centre) are split as follows: 34% professional firms and artists, 32% shops, 15% bar & restaurants, 10% art crafts, 9% groceries.

However, after the ending of the incentives companies often had to close or move outside the area to remain sustainable. This is one of the main problems to be tackled. The cause is probably the lack of innovation of the companies settled in the HUA. To solve the problem the project identifies an action that will be able to bring new projects that will become a trigger of innovation.

The Action addresses the need to innovate the local entrepreneurial ecosystem, by bringing new ideas and projects to the HUA through a call targeting Cultural and Creative Industries. The main goal of the Action is to fertilise and accelerate existing traditional businesses, fostering innovation and increasing footfall for the benefit of the local community.

## DESCRIPTION

The Genova HUB-IN team member Job Centre will coordinate the Action consisting in the launch of a call for innovators to foster innovation and entrepreneurship in the HUA. The purpose of the call will be the creation of new projects and prototypes that could trigger innovation in the area and address the needs and expectations of the territory.

By acting in close cooperation with the other HUB-IN actions and with the other activities ongoing in the area, Job Centre will activate a co-design process with local stakeholders (eg. through ad-hoc workshops) to identify priorities and develop the challenge call criteria.

Stakeholders will be identified among the following categories:

- civil society (local associations operating in the HUA, such as citizens' associations, etc.)
- trade associations (local association of artisans, industry association, chamber of commerce, etc.)
- Research & Technology Institutes (local University, National Research Centre, Italian Institute of Technology).

The call will address the following topics:

- preservation and enhance value of the HUA Cultural Heritage
- sustainability and social Innovation
- increasing footfall and use of the HUA.

**The indicative steps of the Action are:**

- stakeholder engagement for the definition of the challenge call by February 2023;
- March 2023: the call will be launched, with a total budget of around 100.000 €. It will target start-ups, associations and innovators from the CCIs. It will be open for at least 4 weeks, during which Job Centre will promote it to ensure maximum outreach, facilitate the creation of partnerships, support applicants and connect them with the local community.
- received proposals will be evaluated with the help of the local stakeholders involved in step 1.

The selected projects will be implemented in the following six months, during which the selected subjects will work in close cooperation with the local community to share innovation and knowledge. The winning subjects will receive guidance and mentorship from the Job Centre to develop their projects and ideas according to the peculiarities of the HUA. After project implementation, a series of thematic meetings will also be organised to share and transfer knowledge about innovation to further companies and entrepreneurs.

**EXPECTED RESULTS**

- Contribute to the change of perception of the area at the city level in order to increase footfall
- Promote cross-fertilization processes between the HUA and innovators
- New innovative subjects brought into the HUA
- New products and services developed
- Increase awareness of critical issues and opportunities
- Promote digitization and gamification processes
- Promoting participation of local businesses to existing digital platforms at city and regional levels
- Foster the creation of ecosystem networks and the development of co-design new projects
- Creation of positive dynamics among citizens

**KEY STAKEHOLDERS TO BE INVOLVED**

The following stakeholders will be involved in the various phases of the Action, e.g. from the co-design of the challenge call criteria to supporting the implementation of the selected projects:

- CIVs (local shopkeepers associations)
- CNA (Arts and crafts associations)
- Asscom, Confesercenti (city Shopkeepers association)
- Citizens Associations
- Civil society
- Shopkeepers and entrepreneurs
- Public Body for Cultural Heritage

## KEY RESOURCES REQUIRED

- Time (staff): 3 people from Job Centre to coordinate, external experts
- Money: the Action will be funded through HUB-IN funds (100.000 euro)
- Space: The Action will be implemented in the HUA's public streets and squares
- Regulatory support: Job Centre will work in strict contact with the Municipality to manage the relevant policy, legal aspects and permits
- Tools, materials: To be defined according to the actions

## TIMING

- January - February 2023 - Defining the call criteria with stakeholders
- March 2023 - Launch of the call for innovators
- April 2023 - Selections of the projects
- May - December 2023 - Implementation of the projects (including mentorship of the winning subjects)
- November - December 2023 - Ex post evaluation

## GDPR

The Municipality will provide data subjects with all the relevant information and will ask for the signature of the privacy consent form if applicable.



## POTENTIAL RISKS

- Lack of incentives, budget not be attractive enough for a start-up,
- Lack of interest in the local community,
- Projects are not sustainable,
- Difficult to find funding for the replicability of projects

How to mitigate the risks:

- The process should include private subjects (such as bank foundations) to explore possible ways to further fund the action and thus guarantee replicability of the projects;
- The co-design envisaged in the Action will play a key role to ensure engagement of stakeholders and the local community. The risk to create frustration is very high and the project should satisfy the territory needs.



*Based on the details of the Action Plan, the Genova HUB-IN Team is defining a monitoring methodology in order to understand and demonstrate progress.*

*This may include a mix of short-, medium- and long- term indicators, and a mix of quantitative and qualitative indicators, as is most relevant to actions' intended outcomes. In order to avoid duplication, that content is not replicated here but readers are able to see the full details in the project document D5.2 "Adapted Monitoring Methodology" available from the Genova HUB-IN Team and to be published via the HUB-IN project's website.*



<https://hubin-project.eu>

# Branding and Communication of the Genova Hub

The non-physical nature of the Genova HUB means that the local team will have to put extra effort in the branding and communication of the Genova “HUB-IN place” in order to convey a strong, effective and cohesive message. To this end, the Municipality’s Communication and Events Department specialising in communication will be involved to advise and cooperate on the envisaged activities.

The branding and communication strategy of the Genova “HUB-IN place” will rely on the existing brand and communication channels of the Municipality of Genova and of the local HUB-IN team (partner IRE and third-party Job Centre). In particular, the Municipality of Genova and the other HUB-IN team members will use their social media channels (Facebook, Twitter, LinkedIn) to communicate the “HUB-IN place” (the Hub and its Actions) to the local communities and stakeholders and reach the widest possible audience. Overall, the main communication targets will be the residents of the pilot area and of the city, tourists, innovative entrepreneurs as well as creatives and artists from the city and beyond. Individual Actions will also be communicated to specific groups depending on their own content and target. The HUB-IN Geotool will also be used to communicate news and details about the actions and related events when relevant. The message to be conveyed aligns with

the “Brand Identity for Genova’s Hub” developed as part of the project’s WP7, in particular:

- **Vision:** a safe area with good quality of life, easily accessible by residents, able to attract innovative businesses and offer unique cultural and artistic experiences.
- **Mission:** promote a positive image of the area and a sense of belonging for locals. Objectives: Highlight cultural heritage and history, highlight success stories in the area, and promote occasions for people to meet, exchange and work together.
- **Values:** Inclusivity, creativity and tradition are at the heart of the brand. Inclusivity is very important to make the most out of the different cultures inhabiting the place. Creativity allows for the innovative use of cultural heritage and growth of the local economy. History and tradition are at the heart of the HUA, what makes it most interesting and appealing.

In the communication style, the following “personality” traits will also be taken into account: Genova HUB-IN place is adventurous, extremely cultured and open. It welcomes everyone with open arms, if they don’t mind its creative mess and enjoy discovering hidden treasures.

Bringing all the above together, the overarching message is twofold:

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

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

## INTRODUCING THE HUB TO THE LOCAL COMMUNITY AND STAKEHOLDERS

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Online campaign	All targets identified above	Communicating the launch of the "HUB-IN place" - Hub and Actions - to the widest possible audience through the Municipality's social media channels: Twitter, LinkedIn and Facebook. The created posts will then be re-shared by the other HUB-IN team members and by selected stakeholders.	March 2023
HUB-IN place press release	All targets identified above	Communicating the launch of the "HUB-IN place" - Hub and Actions - to the widest possible audience through the Municipality's traditional channels. A press release will be produced and disseminated to the local media with a view to achieve coverage.	March 2023
Set-up of one (or more) contact points	Local Communities	Identification and establishment of temporary "physical" contact points to provide information on the project and actions on selected days/occasions.	March - April 2023

## INFORMING, CONTRIBUTING AND TAKING PART TO HUB'S ACTIVITIES

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Communication of the individual actions at key stages through social media channels (all Actions)	All targets identified above	Communication of the individual actions at various stages (e.g. launch, tender selection, citizen participation, implementation, etc..) via the Municipality's institutional social media channels. The created posts will then be re-shared by the other HUB-IN team members and by selected stakeholders.	From March 2023 to January 2024
Co-design of the Challenge call criteria (Action 4)	Innovators and creatives	Workshops to co-define the challenge call criteria together with the relevant stakeholders, to be organised and hosted by the Job Centre.	February 2023
Dissemination of the Storytelling project (Action 3)	All targets identified above	The Municipality of Genova, together with the tender's winner and the Communication and Events Department, will identify the best solution to ensure the maximum dissemination of the creative storytelling project. As outlined in the Action Plan document, to maximise the impact, the visibility and the longevity of the action, particular attention will be paid to the creation of opportunities to optimise public dissemination of the storytelling, with dedicated activities targeting the widest possible audience. This could include the organisation of ad-hoc local events (e.g. launching event), participation to existing large events (e.g. the famous twice-yearly "Rolli days"), but also the organisation of a digital media marketing campaign, to ensure that even the youngest generations are reached.	September 2023 - February 2024
Opening of the Public Art Exhibition (Action 2)	All targets identified above	The idea is to create a sort of widespread museum/exhibition to promote the Pilot area. Among the envisaged activities there could be a launch opening and other initiatives such as guided tours and ad-hoc events.	December 2023 - January 2024
Installation of the outfitting solutions (Action 1)	All targets identified above	Launch event and other activities such as a guided tour of the public places where the solutions have been implemented and placed as well as ad-hoc animation events.	December 2023 - January 2024
Thematic meetings (Action 4, but also possibly other actions)	All targets identified above	Small technical meetings on the topics of the actions, e.g. to transfer knowledge about innovation as part of Action 4.	October 2023 - January 2024

## PROMOTING THE VALUES OF THE HUB

Action	VALUE PROMOTED	MAIN BRAND OBJECTIVE TARGETED	DESCRIPTION
Outfitting Solutions (Action 1)	Inclusivity	The goal is to convey a consistent image of the HUA, that will be made accessible, attractive and open to experiential tourism and social animation activities.	The branding activity will give visibility to the Action and will promote the accessibility to the Pilot area.
Public Art (Action 2)	Creativity	The goal is to promote the cultural heritage of the area, encouraging people to discover the different cultural aspects of the HUA from Rolli palaces to the Museums and the Public Art Exhibition.	The Public Art Exhibition will give visibility to the cultural heritage and boost creativity to the Pilot area.
Challenge Call (Action 4)	Innovation	The goal is to spark innovation in the HUA by bringing in innovative projects and accelerate the local ecosystem.	The call will promote innovation and entrepreneurship in the HUA.
Storytelling (Action 3)	History and tradition	The goal is to promote the peculiarities of the area, encouraging people to discover the less known aspects of the HUA so that it becomes a popular and lively area just like the city centre.	The storytelling itself will act as a branding strategy to promote the Pilot area through a narrative that will tell the peculiarities of the HUA.



<https://hubin-project.eu>



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