

A nighttime photograph of Braşov, Romania, showing a street with light trails from cars and illuminated buildings. The image is used as a background for the top half of the cover.

HUB-IN

Braşov

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, Braşov, 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



As Braşov's Deputy Mayor, I am proud to support the HUB-IN project, an initiative aiming to foster innovation and regeneration of our Historic Urban Area. Through the development and implementation of the Braşov HUB, we will be able to reclaim the public domain and create innovative recreational spaces for our children, our families, and our citizens. We will co-design the public realm in a manner that puts citizens first, more inclusive and accessible, more inviting and calmer, balanced between old and new, always in close connection to our historic heritage. Braşov will have a regenerated historical centre through the power and engagement of people. This project is an important step in achieving our city's strategic objectives, but also in reaching out to our citizens, giving them the opportunity to become the urban planners of the city they dream of. I strongly encourage the whole community to support our initiative!

Flavia Boghiu,
*Deputy Mayor
of Braşov*

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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 (HUA), 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.

Together, the eight HUBs of innovation and entrepreneurship - i.e. the eight “HUB-IN Places” - and the 29 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.

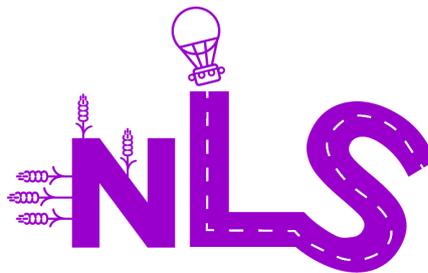
The present document consists of the Action Plan for the city of Braşov and follows from a Roadmap that the city has previously co-created with local stakeholders to identify the overall vision, values and missions of the envisaged HUB. It provides information about the HUB that is being set up and details the actions that are going to be implemented in the selected pilot area of the extended Historic Urban Area of Braşov. The city of Braşov joined the HUB-IN consortium with an agenda related to the recovery of the multicultural spirit of the city and the regeneration of the public space in the Historic Urban Area. In order to achieve this objective, two concrete actions that will set the legal framework need to happen and a third one is closely linked with an urban innovation HUB that will be implemented in the historic city centre. A final section provides details on how the HUB and planned actions will 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)

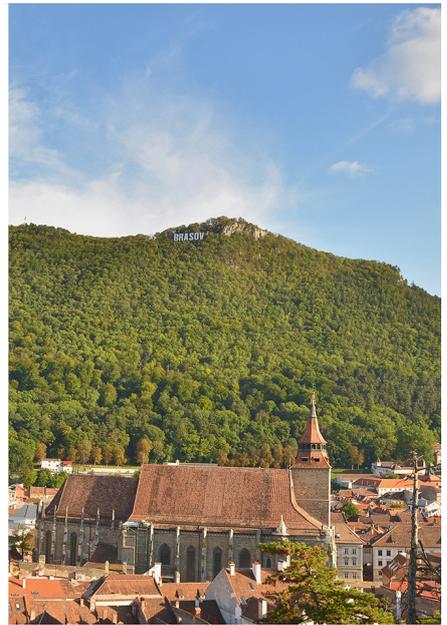
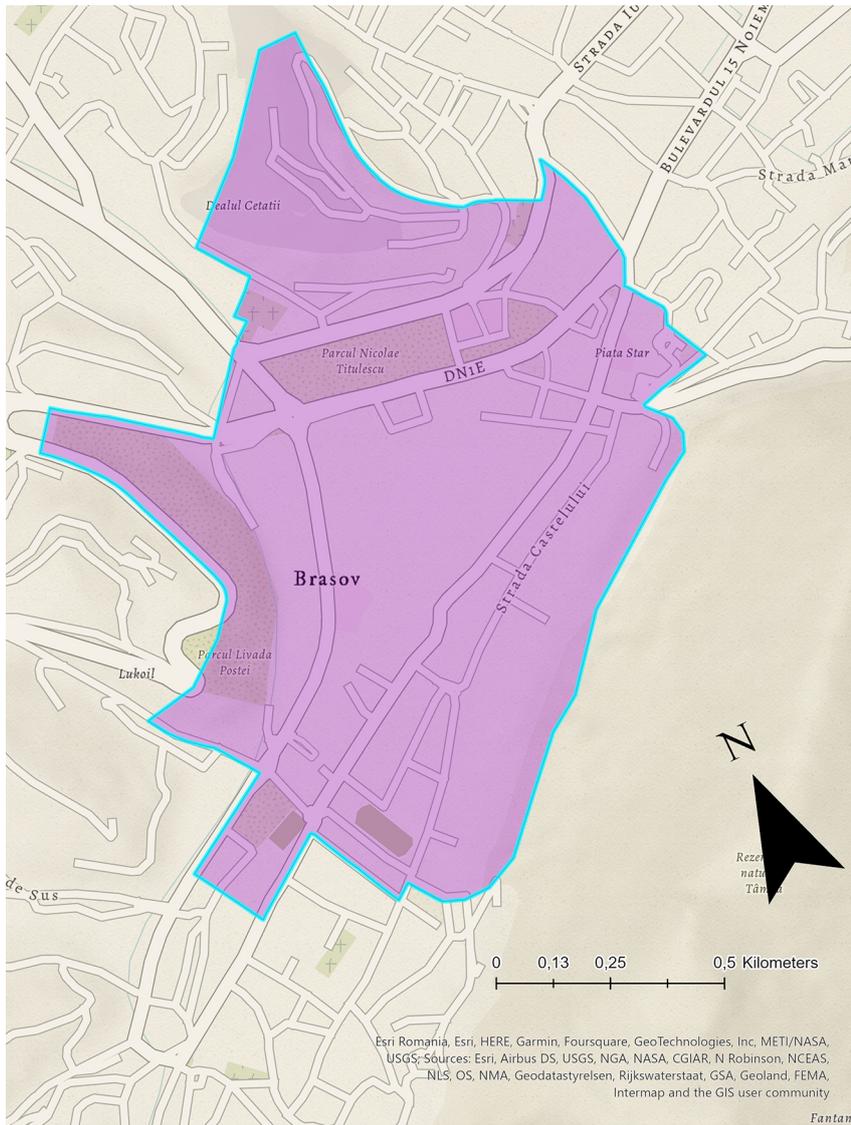
- Consumption and *prosuming*
- Living and mobility
- Health and wellbeing



Resilient & Human Connected Places (RHCP)

- Environmental Balance
- Empowering Communities
- Liveable and connected places

HUB-IN Place Braşov's 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 Brașov Action Plan

Brașov is situated in the centre of Romania, Transylvania region, and is considered to be the heart of the country. The city is easily accessible from Bucharest as well as other major Romanian cities, being placed at the connection of historic routes that link the main provinces of Romania. It is a growing city with nearly 300 000 inhabitants, attracting people from all over Romania due to its historic character, location and good quality of life.

It was founded by the Teutonic Knights in 1211 on an ancient Dacian site and settled by the Saxons as one of the seven-walled citadels, with three suburbs outside the walls - one inhabited by Romanians, the other by Hungarians and the third by Saxons. Brașov Fortress is known for its mediaeval Saxon walls and bastions, as well as for the high gothic style Black Church, located in the city's historical centre. The Council Square, set in the paved old town, is surrounded by colourful baroque buildings and has the Council House in the middle, a former town hall turned into a local history museum.

Overall Brașov displays a mediaeval ambience widely valued and used, for example, as a backdrop in many recent period films. The City's HUA is a truly unique place that has largely managed to preserve its multiculturalism, authenticity and local identity but which now faces significant challenges and constraints that the HUB-IN Action Plan will aim to address. These include:

- An absence of local policy regulating the use of the public realm by the Hotel-

Restaurants-Catering, that would allow its utilization to be adapted to suit each street and square to achieve a more balanced use of the available space;

- Urban furniture is absent or outdated leading to the "privatisation" of the public realm, linking most of its use to commercial relationships, as the city centre is literally invaded by terraces of restaurants and bars;
- An acute lack of leisure spaces, places to rest, and sightseeing points, without which the HUA becomes overly commercialised. There is a lack of inclusiveness; the HUA is children friendly and it is not accessible to people with disabilities. Furthermore, there are no attractive offers for students to linger in the city centre after school; and there is an acute lack of cultural events and places where one can enjoy live performances, art, monuments or nature;
- Lack of vision and coherence regarding the architectural lighting in the HUA making it less attractive; light pollution due to unregulated advertising and lack of guidance on these subjects (illuminated advertising panels and logo signage; dynamic lighting by retailers, bars, restaurants; store signs and lighting are left on after closing time).

In short, current trends have led to a strategic need to reset the balance of users within the HUA to enable citizens to more fully reconnect with their historic centre, through innovative actions that will act as a catalyst over time for engagement and social and economic transformational change. The HUB-IN vision and aim is therefore to foster the

historic urban area as an authentic, multicultural, sustainable and inclusive place that invites people of all age groups to enjoy and own the public space while highlighting its traditions and creativity as a means to transform the HUA socially, economically and environmentally for the benefit of all.

Starting from the HUB-IN Roadmap, a set of Actions have been designed with the aim to strengthen and emphasise the authenticity of Brașov and the values of its HUA: sustainable and resilient, genuine, inclusive and people-centric, relaxing, seeking physical and psychological well-being. The HUB-IN Brașov team is confident that these activities will contribute to creating an environment of cultural exchange, learning and collaboration that will have a lasting impact on the city and its citizens.

The actions presented in this Action Plan are fully aligned with the HUB-IN project's objectives - reversing the trend of abandonment and neglect of historic heritage in the Brașov urban area, developing new lines for the socially viable regeneration of the HUA and cultural landscape, preserving and valuing local heritage and creativity, creating a sense of belonging to the HUB-IN place to be designed via the Brașov HUB.

The Brașov Actions are oriented towards making the HUA attractive and pleasant for its different user groups, inviting people to relax and be surprised by its changing ambience and feature objects.

The HUB-IN team plans on creating a balanced and inclusive use of the public domain in Brașov HUA, reaching out to tactical urbanism methods for the creation of Brașov's physical HUB of innovation and increasing accessibility, education and engagement in the HUA through the creation of so-called "pretext objects", developed by

students in an acceleration and mentorship program. It also intends to facilitate an immersive night-time experience in the HUA, enabling the creation of the vision of a coherent night-time environment and a holistic night-time image attractive to citizens and visitors. Lastly, this Action Plan will put in place measures to strengthen the local entrepreneurial ecosystem to kick start the rebalancing of the local economy, taking full advantage of the city's heritage value and locational advantage at the heart of Romania.

The proposed HUB-IN Actions are set out in detail below but can be summarised as follows:

Action 1 'Transforming the Public Realm' - through a series of interrelated regulatory changes, re-design of spaces and programmes of events to enable local people of all ages to reconnect with their historic centre

Action 2 'Presenting the Historic City as a Classroom' - through co-creating a series of 'Pretext Objects' within the public realm as a catalyst for heritage-led community engagement, learning and stimulation of new creative enterprises

Action 3 'Creating an Immersive Night-time Experience' - through a comprehensive heritage-focused lighting strategy, codesigned with citizens and stakeholders to increase evening footfall, attract new businesses and residents and stimulate regeneration.

All Actions will make use of the GeoTool developed in the framework of the project: to map the most visited areas and identify new potential ones to be valorized (for Actions 1 and 2), as well as to map the historic monuments, buildings, museums and other attractions (for Action 3).

There are other relevant actions ongoing in the pilot area that are not directly part of this Action Plan, which will positively impact the success of the HUB as a whole.

The Green City Forum is an annual conference organised by the Municipality of Brașov, the biggest event in Romania dedicated to environmental sustainability. As most of the conference takes part in the HUA, participants/ visitors will be able to interact with the HUBs infrastructure, the “pretext objects”, “showcasing” a good practice example in urban regeneration in the historic centre for national and international participants taking part in the event. Strategic partnerships also help create a positive impact on our HUB. These include partnerships with BAZA, an NGO with an interest in Brașov HUA that works to create urban interventions with social and cultural impact, and with The Guild of Brașov Craftsmen, an umbrella association for restaurants, bistros, cafés and fast-food restaurants in Brașov. A Communication Campaign through which we aim to engage the citizens of Brașov within the process of sustainable regeneration of the city. A substantial part of this Communication Campaign will be allocated to the Urban Regeneration of Brașov HUA, to present the participatory process that supported the creation of the HUB, in order to create a sense of ownership among the locals, in an attempt to also convert tourists to act as locals and preserve nature, heritage, culture and art. The Communication Campaign will be developed in close connection to the HUB’s branding essence – A Green Door to Adventure.

The unified and strategic valorisation of the cultural and architectural heritage is one of the development priorities in the city, as indicated in Brașov’s Strategy for culture. A new approach to the design of public spaces with people and places at the centre

demonstrates the possibility to transform multiple spaces into areas of great attractiveness. Streets and their associated spaces are the city’s key areas, dedicated specifically to people, but also corridors for movement, with a dynamic specific to cities (Urban Rehabilitation Guide, Brașov Municipality - World Bank).

Perhaps the biggest and most important challenge is that the city must ensure that our citizens are actively engaged throughout the entire regeneration journey and are included in decision-making processes for key projects. This presents a particular challenge to overcome historic scepticism felt by local people that their views will lead to change and requires a concerted effort by all agencies to build trust and secure effective engagement - a key factor in the design and selection of the proposed actions.

As a city, the Municipality of Brașov is committed to fight against the neglect and abandonment of its historic urban area, caused by the scale and overly commercial nature of tourism leading to a lack of preservation for our local identity and heritage. Our goal is to turn the historic centre into a people-centric Hub, attractive for all ages - a family-friendly place as well as a vibrant destination, home to a range of innovative and creative entrepreneurs, where the community thrives. To achieve this, the regeneration process, given a new impetus by the proposed HUB-IN actions, will involve the development of creative and sustainable solutions to showcase the local heritage, turning it into a source of inspiration, and actively involving the local community.

The Brașov Hub

The future HUB in the Brașov HUA will be an inclusive and vibrant place that promotes cultural exchange, learning and collaboration. It will focus on highlighting tangible and intangible heritage in the HUA and its area, creating an equilibrated public space among its different functions (cultural, commercial, leisure, relaxation) and maintaining and attracting residents to avoid museumification of the HUA, making sure it continues to be inhabited by locals, who are part of its soul and are the custodians of the local heritage.

The vision for Brașov HUB is to act as a catalyst for accelerating tactical urbanism ideas with the purpose of highlighting tangible and intangible cultural heritage, revitalising social life and encouraging entrepreneurship. The HUB aims to be the main facilitator for transferring the know-how in co-creation, civic engagement, tactical urbanism and social innovation.

The open-air HUB will have playful, educational and relaxation spaces with creative and innovative public furniture (the pretext objects co-created in the project), opened for each user's interpretation and functionality. It will inspire and encourage users/ stakeholders to co-create, innovate, and participate in the community. For example, once a year, during the Green City Forum, the municipality of Brașov (or ABMEE as its delivery partner for the action plan) will engage with schools in order to organise open classrooms or other activities fostering participation (e.g., flash mobs, pop-ups, workshops etc.).

Key services/ activities provided by the HUB:

- Acceleration program consisting of training

- and mentorship;
- Networking and facilitation of expertise within the hub ecosystem;
- Facilitator and convenor of stakeholders on activities relating to co-creation, social innovation and entrepreneurship, civic engagement methods, incubation/ acceleration, urban regeneration etc.;
- Development of strategic documents for public authorities with citizen involvement.

Brașov HUB's Heritage-Led Entrepreneurial Ecosystem consists of support actors such as urbanists, architects, lighting designers, academia (Transylvania University), heritage representatives (Historic Monuments Foundation), formal institutions and finance actors such as investors, companies providing construction materials and ABMEE. For our network, we target educational institutions in the HUA and the Hotel/Restaurant/Café Association. The entrepreneurial culture is highlighted in our HUB by HUA businesses (refer to the 'Brașov HUB's Heritage-Led Entrepreneurial Ecosystem' graph on the next page).

The HUB is intended to be scalable and replicable in other parts of Brașov, as well as in other cities in Romania.

Brașov HUB's governance structure

The Brașov HUB's activities are designed to engage a significant number of not only public and private stakeholders but also residents and students. Partnerships developed in the framework of the project will be the basis of the governance structure of the hub, ensuring the long-term strategy defined in the roadmap. During the lifespan

BRAȘOV HUB'S HERITAGE-LED ENTREPRENEURIAL ECOSYSTEM



of the project, the Brașov team is working towards consolidating public-private partnerships that can ensure a governance model shared by local communities and stakeholders.

As the HUB is situated on the public space in the HUA, the ownership of the HUB will be at the Municipality of Brașov and contact points for the HUB will be both Brașov Municipality and ABMEE. Brașov Municipality has the financial means and the desire to support the

sustainability of the HUB after the project ends (e.g., maintenance of urban furniture and the building of a new one). ABMEE will be the main actor in transferring the know-how in co-creation, engagement and promoting the HUB-IN values.

Brașov HUB-IN team envisions for the future of the HUB a yearly replication of the acceleration program capitalising on the experience gained within the project, the

network of experts created and the partnerships developed - within the limits of available resources. By the project's end, Brașov HUB will explore further possibilities (e.g., funding sources, new opportunities, etc.) and work towards the planning of future activities in the HUA for sustainability and further capitalising on results. This will be done via the drafting of a Development Plan for Brașov HUB-IN for the period 2024-2026.

A governing structure in the form of an informal Governing Board will be jointly responsible for:

- Ensuring that the objectives set in the

roadmap are reached

- Disseminating the information about the hub and project results
- Creating synergies with other relevant stakeholders, exploring new partnerships and resources that ensure the continuity of HUB-IN Brașov
- Providing expert advice and technical expertise in several fields: public administration, education, architecture and urbanism in historic areas, innovation and active citizenship.

The proposed structure for the informal Governing Board is the following:

Institution	Role
1 Agency of Brașov for the Management of Energy and Environment (ABMEE)	President
2 Department of Chief Architect/ Urban Planning Brașov Municipality	Vice president
3 BAZA Association	Vice president
4 Community Relations and Innovation Department Brașov Municipality	Member
5 Historical Monuments Foundation Brașov	Member
6 DE-A ARHITECTURA	Member
7 Transylvania University Brașov	Member
8 Schools from the HUA	Member Representing students and teachers
9 HUA HoReCa network	Member Representing students and teachers
10 Construction material retailers	Member

Exploitation/ development plan: with students at the core of the Hub's activities, their involvement (as well as their teachers') in the project activities will be valued in the form of a fellowship program to be implemented in the sustainability period by both the Municipality and ABMEE (decision-making process regarding the HUB, periodic activities involving students, an open-air classroom). Students will also have an important role in dissemination, spreading the word about the HUB and enabling other students to make the best use of it.

The Brașov Actions

1 

**Transforming
the Public Realm**

2 

**Presenting the
Historic City
as a Classroom**

3 

**Creating an
Immersive
Night-time
Experience**

1 >

Transforming the Public Realm



CITY MISSION

Mission 4: Ensure authenticity and highlight cultural heritage and traditions

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

COORDINATION

Brașov Municipality:

- Deputy Mayor: overseeing the application of Regulation and the HUB's overall implementation
- Chief Architect Department: providing the necessary data; counselling and support in elaborating the legal documents required for revising the existing Regulation; reception and approval of project documents with an impact or spatial footprint in the project area, issuing approvals for revised street furniture, terrace space, locations for public art
- Leisure Activities Department (SAZA): providing the necessary data; acquisition procedures for new items, handling and maintenance of public furniture and urban accessories
- Department for Commercial Urbanism (SAPUC): issuing permits for the occupation of the public realm, monitoring and control of terrace space
- Local council: amending and voting for the revised Regulation
- Green Spaces Department: responsible for providing the necessary data and for the implementation of the HUB-IN Study

ABMEE: responsible for coordinating the HUB-IN activities development

BAAB Architects Bureau: responsible for elaborating the HUB-IN site analysis and report followed by a project proposal for spatial reorganization of the public realm in the HUA.

CONTEXT

This Action is based on the findings of the Study “Towards a balanced use of public space in the HUA” developed by the Brașov team in the framework of the HUB-IN project, which suggested measures to improve the occupation of the public domain in Brașov’s historic centre.

The public realm in the HUA is crowded out by businesses, making it difficult for students, residents, locals or tourists to enjoy, make use of the space, interact and engage. It is also inaccessible to office workers in the area, an ageing population and citizens of Brașov looking to spend time in the cultural heart of the city. It is increasingly inaccessible to residents as well, who find it difficult to fulfil daily chores given the lack of attention to their mobility needs. Basic pedestrian mobility exists throughout the HUA but beyond simply walking through, there is hardly any infrastructure to encourage the presence of the locals.

The study concluded that the current Regulation for the occupancy of the public domain is vague and due to a lack of clear provisions or norms, various departments within the Municipality are involuntarily supporting abusive privatisation of the public realm through occupation with terrace space. It also revealed that there are around 3880 outdoor restaurant seats, approx. 40-50 toilets accessible only to paying customers and only around 50 public benches and 2 public toilets for the entire HUA. Public seating - an important resource especially for aged citizens or families with small children is insufficient and too far apart in relation to existing recommendations. Adding to that, public seating typologies are limited to one model, are unattractive to youngsters and are not accessible to the elderly and disabled people. There are at least 3 social categories present in the HUA: residents, students, and public/ office workers and almost no public infrastructure to draw

them out into the open space of the city. Furthermore, the education sector mobilises a much wider social milieu that involves parents, grandparents, and teachers, therefore the social footprint of education is actually much larger than the actual number of students present in the HUA.

The existing Regulation fails to provide clear norms for terrace space, which led to business owners gradually expanding their terraces in the public realm. The amount of space taken by terraces is 150% larger than the official allowed space, registered within the Municipality. Terrace owners can move or remove public furniture in order to make room for terrace space, thus the location of public seating is not only changing constantly but has been displaced from any initial logic. Without clear guidelines and norms, any type of urban furniture is under threat to be displaced and rendered useless by business owners.

Most of the terrace space is now cluttered on the main pedestrian streets of the HUA, while other adequate spaces remain empty.

For public life and an interest in civic participation to return to the historical centre of the city, the basic infrastructure that supports the presence of locals in the area is necessary. Action 1 (Transforming the Public Realm) is mandatory in order to free and protect the public space required for the full implementation of Action 2 (Presenting the Historic City as a Classroom).

Under these circumstances, the study proposes an Action that focuses on using the public realm as a starting point for supporting community building, involving citizens (especially students) in participatory planning and data collection.

This Action will focus on:

- Supporting urban regeneration through the development of more playful, educational and relaxation spaces that will counterbalance the proportion of private places;
- Highlighting tangible and intangible heritage in the HUA;
- Creating a balanced public space among its different functions (cultural, commercial, leisure, relaxation) via improved urban planning and public domain occupation Local Regulation;
- Combatting the touristification effects;
- Maintaining and attracting residents to avoid placing culture and history behind a “barrier”, therefore preventing people from engaging with the HUA properly (museumification of the HUA), making sure it continues to be inhabited by locals, who are part of its soul and are the custodians of the local heritage;
- Providing the principles for placing benches in the public space;
- Providing rules for the occupation of the public domain (by terraces or other businesses, by urban furniture, by trash bins, by any temporary structures) in order to secure the freeing up of space for security reasons (avoiding agglomeration, allowing enough space for safety vehicles), but also for the urban regeneration for living and wellbeing of the community;
- Direct engagement with relevant local stakeholders and civic participation during local council meetings so that every voice is heard and taken into account.

DESCRIPTION

The aim of Action 1 is to set the basic requirements for a revised use of the public realm that puts citizens first, protecting their right to the city and the needs of non-typical users (e.g., people in wheelchairs, aged citizens, families with small children etc.)

Action 1 mainly focuses on the discreet benefits of public seating as the cornerstone for revitalizing social life and public involvement in the HUA. Public seating is generally overlooked in urban regeneration programs in favour of more dramatic, visible actions. Speculating on the subtle, yet impactful, benefits of public seating, will allow the Brașov HUB to create an innovative and potentially successful project. In order to rearrange the public realm based on the centrality of public seating, the following three activities have been grouped to form Action 1:

- *Study “Towards a Balanced Use of Public Space in the HUA”* - providing an overview of the existing Regulation, field research on the actual use and occupation of the public domain, statistics regarding the demography of the HUA, basic vision for the long-term development of the HUA (finalised);
- *Development of Guidelines/ norms* for public furniture specific to the HUA (to be adopted by the Municipality’s Department for Leisure) - providing examples, design principles and a detailed Master Plan for placing public equipment in the HUA (ongoing);
- *Revised Legislation* - providing all the elements for revising the existing legislation in order to set the ground, but also safeguard the implementation of Actions 1-3. It includes a Masterplan for a balanced use of the public domain within the HUA (planned).

Based on the initial study, several principles have been devised to produce the guidelines/ norms for restructuring not only how public space is used but to also set the ground for a HUA reclaimed for day-to-day life, for passers-by, pupils and their teachers, students that would like to linger in the HUA.

This Action also facilitates and sets the ground for implementing Action 2 which will further define the public realm as a pedagogical tool (The City as a Classroom), using “pretext objects”, an extension of the classroom where pupils and students will learn about the problems of the HUA, basic social enquiry skills, as well as design and implementation of urban design projects.

All three components of Action 1 will be the subject of a direct engagement with local stakeholders through one-to-one meetings and public consultation. The different stakeholder categories will be involved separately, according to the specific input they can provide (HUA HoReCa - Hotel Restaurants Cafes - community, HUA educational institutions, HUA citizens community etc.). The main consultation process will happen with the Guidelines for public furniture specific to the HUA, which will be the working document for both Brașov Municipality’s employees and the businesses with terraces in the HUA. The Guidelines/ norms approval is under the direct responsibility of the Mayor as is in line with the regulation already in place.

EXPECTED RESULTS

- Create additional free public space in the HUA, co-design resting and relaxing places, initiating more liveable experiences for enjoying the time in the HUA, improving quality of life, and fighting gentrification;
- Revision of the current legislation for the public domain occupation and legal definition;

- Principles and good practices for determining the necessary furniture and equipment in public places;
- Proposal for revision of the Regulation on the street trade conduct in Brașov;
- Revision of the procedure for temporary use of public places belonging to the public domain of Brașov;
- Public consultation with local actors, the proposal for revision being submitted to the organisations of interest for the project, having time to provide points of view on the proposals in the Regulation;
- Adaptation of the revision proposal after processing the results of the public consultation;
- Drafting the actual text of the Local Regulation and support in the Local Council for approval;
- Guidelines for furnishing public places in the Brașov HUA addressed to the departments within Brașov City Hall, responsible for the location of public furniture. These will contain models of furniture that can be used and general rules of location for objects destined for leisure and relaxation, trash cans, bicycle racks, trellises.

STAKEHOLDERS TO BE INVOLVED

- Brașov Municipality, Green Spaces Department, Leisure Activities Department, Architects Order -23 involved in the consultation phase of the Guidebook and regulation
- Brașov Municipality will be leading and coordinating the Action
- Green Spaces and Leisure Activities Departments will be co-leading and supporting the implementation process
- The Architects Order will be involved to promote, endorse and support the implementation process
- Project team members (Municipality included) will be involved to promote the Action, to offer information about the Action to citizens and other stakeholders, to measure satisfaction before and after the implementation.
- The Romanian Chamber of Architects – involved in the consultation phase of the Guidebook and regulation
- The County Commission for Culture and Heritage – involved in the consultation phase of the Guidebook and regulation
- Brașov Museum of History – involved in the consultation phase of the Guidebook and regulation
- Brașov Museum of Art – involved in the consultation phase of the Guidebook and regulation
- The Association of Business Owners in the Historical Centre – involved in the consultation phase of the Guidebook and regulation
- Citizens associations in HUA – involved in the consultation phase of the Guidebook and regulation
- Relevant NGOs – involved in the consultation phase of the Guidebook and regulation
- Municipality employees – involved in the consultation phase of the Guidebook and regulation

KEY RESOURCES REQUIRED

- Time (staff): 3 people from ABMEE to coordinate, 3 experts in urban planning, 5 municipal departments
- Financing: The Action will be funded through HUB-IN funds
- Space: The Action will be implemented in the HUA
- Regulatory support: The Municipality will manage the policy, legal aspects and permits.

TIMING

The Action will be finalised by June 2023, specifically:

- The HUB-IN Team will finalise the Local Regulation Guidelines/ norms by February 2023
- The public consultation will be over by April 2023
- The Guidebook / Norms will be in place after the mayor's decision or other relevant documentation is issued (approx. April)

Prior actions:

- Completion of the Study "Towards a Balanced Use of Public Space in the HUA"
- Decision or another relevant document on the right document in order to create the legal context for this action (guidebook/ norm vs. regulation)
- Technical working group formation and regular discussions prior to public consultation.

GDPR

No potential GDPR-related issues related to the action are foreseen.

POTENTIAL RISKS

- The HoReCa industry might disagree with the process, as the space they occupy in the HUA will be reduced
- To mitigate these risks, public consultations and debates are foreseen for the consideration of HoReCa's needs.

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Presenting the Historic City as a Classroom



CITY MISSION

Mission 1: Turn the public realm of the HUA into an open-air classroom, to be used by educational institutions around the area. Maintain and attract residents to avoid placing culture and history behind a “barrier” and prevent people from engaging with the HUA properly (museumification of the HUA), making sure it continues to be inhabited by locals, who are part of its soul and are the custodians of the local heritage.

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COORDINATION

- Brașov Municipality (Chief Architect Department, Leisure Activities Department, Green Spaces Department) – responsible for the implementation of the HUB implementation
- ABMEE – responsible for coordinating the HUB implementation
- BAZA Architecture and Urban Planning NGO., Degraph 29 Architects Bureau – responsible for organising participatory design workshops.
- BAZA Architecture and Urban Planning NGO, the University of Transylvania, Faculty of Wood Design – responsible for technical projects and construction of the prototype for 3 “Pretext Objects”.
- Educational facilities in the HUA – responsible for organising open-air classes.
- BAZA Architecture and Urban Planning NGO, Cultural institutions in the HUA, University of Transylvania, Brașov Philharmonic – responsible for providing content/ events to populate the Brașov HUB infrastructure.
- HEBLU – participation in the codesign of “pretext objects” and embedding light. Involvement in the mentorship on the specific subject of architectural lighting

CONTEXT

The public realm in the HUA, the way it is regulated, designed and referred to in public political discourse, is stuck in a narrative of tourism-based profit, with no place for the social categories that use the area daily to sit, rest and relax.

The heritage value of the site is temporarily understood as mere décor for restaurants, terrace space and shopping experiences. Under such pressure, the actual heritage and cultural history of the HUA is being increasingly mixed with the generic simulacra of a European mediaeval town. Cultural institutions and important local monuments such as buildings dating back to the Middle Ages are currently lost to the public eye and generally disconnected from the experience of the Old City.

The preliminary study “Towards a Balanced Use of Public Space in the HUA” revealed an unexpectedly large number of pupils and students coming daily to the area. Indeed around 5000 children and teenagers are enrolled in educational facilities within the HUA - a number almost equal to that of the permanent residents. Hence a possible path towards the regeneration of the HUA could be to shift the perspective of local authorities from tourism to the educational importance of the area. This Action proposes to consider the area as an extension of the classroom space, a pedagogical décor where pupils and students can rehearse meaningful public action. Under Action 2, a core group made primarily of high school students (a category that is both neglected and marginally involved in public life) will engage in projects that target the transformation of the public realm into a space of debate and cultural encounters. They can be divided into three categories: students pursuing admission into architecture school or interested in the subject of architecture and urban planning, members of the local debates’ community and other students interested in improving the quality of city life.

The HUB-IN Brașov Team wants to provide a context so that residents in the HUA are attracted and retained in order to avoid museumification of the HUA (preventing people from engaging with/ in the HUA properly), making sure it continues to be inhabited by locals, who are part of its soul and the custodians of the local heritage.

Local educational institutions will be engaged in an active rediscovery and exploration of the cultural identity of the HUA. The unique history of Brașov's mediaeval core could be democratically reconstructed in a program where local high school students together with a team of tutors from diverse environments, participants from the local university and representatives of the local administration would spearhead the approach.

A preliminary activity was already implemented in October 2022 with the Workshop "City for Everyone". The aim of the workshop was to offer a public presentation on the concept of a City for Everyone and to have a preliminary interaction with the institutional actors and the student groups to be involved in the Action.

DESCRIPTION

The goal of the action is to engage and upskill high-school students and provide meaningful engagement with heritage/the heritage area through an acceleration and mentoring program for students on the topic of architecture in the public space in a context-centred manner reflecting the culture, values, concerns, interests and lifestyles of community members - for the design and construction of pretext objects.

With the involvement of students, the Brașov HUB-IN Team plans to expand the current use of the public landscape with culturally meaningful designs that will gradually attract more locals into the city centre, help congregate an active community around the transformation of the HUA, set a starting point for reaching out into the actually built insulae of the city and engage issues relate to the abandonment of buildings and degradation of built heritage.

Along with understanding and researching the local history, students will also collect data and interviews, to be uploaded into the Geotool developed in the framework of the HUB-IN project. They will gradually convey and explain their experiences through a series of meaningful actions performed in the public realm that will result in actual designs for public objects. In doing so, the HUB-IN Brașov Team hopes the HUA will become a stage where high school students and the associated parties could rehearse, test and experiment with social, spatial and economic action. Participants will engage in the way the HUA (or any other historical space) is used and imagined by local stakeholders. They will support its transition from a space of passive consumption supported by the commodification of history to a space of creative reinterpretation of historical spaces and meanings. Building an attractive and colourful public realm might stimulate yet another transition of the HUA, from tourism-based gentrification to more sustainable tourism and a hub of innovation for creative industries, attractive for students' residences and start-up spaces for innovation in education.

The group that will be active within the HUB will exhibit a mosaic of complementary skills and competencies, harmonised towards implementing and sustaining the activities.

This Action will also be supported by Transylvania University (Faculty of Wood Engineering and Furniture Design) contributing with knowledge and technical resources for the actual construction work, BAZA (an NGO specialized in public space design and education), De Graph 29 (an architecture office offering drawing tutorials and mentorship for admission in Architecture Schools), alongside the educational institutions within the HUA who will be involved throughout the whole process.

A series of design workshops will be organised that will lead to the construction of three to five so-called "pretext objects". These will be the main physical resource of Brașov's Hub of Innovation

and they will embody the following properties: they will be site-specific, inheriting or enhancing the potential of the space where they will be placed, they will advertise a local feature (either a problem, a story, a hidden potential). They will be adaptable over time and allow for transformation resulting from lessons learned, unspecific/ generalist - they will have no specific function inviting people to explore ever new means of use. They will also be the main infrastructure promoting the “The City as a Classroom” concept. The “pretext objects” will provide the setting for future open-air classes to be held by professors from local high schools, public discussion and debates, street performances or small concerts (Brașov Philharmonic), and finally, they will encourage the occupation of public space through imagination.

A design process based on co-creation will be organised in a series of 3 to 5 workshops punctuated with public events.

These workshops will also include the topic of architectural lighting as envisaged in Action 3. The workshop sequence will be the following: establishing the basics of the project; documenting and exploring the space of the HUA through the eyes of each participant group; data gathering and on-site interviews; working with the map of the HUA in order to establish points of interest and eventually decide on the places that will be approached; working with the collaborative design pedagogical toolkits to decide on specific needs and potential of each space; creating the final version of the “pretext objects” and finally construction as a public performance. Once implemented, a set of public events will be curated by local institutions.

Simultaneously with the workshops, the acceleration and mentoring programme for students on the topic of architecture in the public space for the design and construction of pretext objects will also take place.

The programme will include:

- a training program in the form of workshops (Working with the map, Understanding the place, - Working with the design kit to create the pretext objects, Activating the outdoor classroom),
- thematic mentoring according to the needs of the participants (entrepreneurship, urban regeneration, architecture/design, lighting),
- resources for the production of new works (space/ materials),
- pitching session with a jury formed from relevant stakeholders including furniture producers that could invest in replicating the objects/ urban furniture,
- context for their exhibition in the public space.

EXPECTED RESULTS

The expected results of this action are the involvement of at least 15 students from the HUA in the 4 workshops planned, a set of 3-5 “pretext objects” co-designed with students from schools and the University, an increased use of the public landscape with culturally meaningful designs, a more active community around the transformation of the HUA and increased awareness of issues related to the abandonment of buildings and degradation of built heritage. A pre-mentoring programme and a pitching event with a jury and the involvement of at least 5 local furniture producers are also envisaged.

Additionally, the action will also result in collected data and interviews, which can be uploaded into the HUB-IN project Geotool. Through the meaningful actions performed in the public realm, the HUA will regain its importance as a central public space where high school students and

associated parties can rehearse, test, and experiment with social action. Ultimately, this will help to create a more socially aware generation of youngsters and have a direct impact on how the space of the HUA is used and perceived. It is expected that the action will create more realm in the HUA, design more resting and relaxing places, initiate more liveable experiences for enjoying the time in the HUA, contribute to the improved quality of life, and support the fight against gentrification.

STAKEHOLDERS TO BE INVOLVED

- Brașov Municipality, Chief Architect, Leisure Activities Department, Green Spaces Department, Communication Department
 - Brașov Municipality will be leading and coordinating the Action, maintaining and upkeep the open-air HUB and the pretext objects, together with ABMEE and experts run a programme to ensure continued citizen engagement with the objects
 - The Green Spaces and the Leisure Activities Departments will be co-leading and supporting the implementation process
 - The Chief Architect will supervise the implementation of the Action
 - The Communication Department will promote the Action and its outputs
- The Czech Institute Bucharest – will provide connections to several Czech Public Institutions, NGOs and companies that could serve as inspiration for local improvement.
- The University of Transylvania (UnitBv) Students and tutors from the Faculty of Wood Engineering and Furniture Design will participate in the design workshops and in the production of prototypes in their workshop.
- BAZA (an NGO specialising in public space design and education) will be responsible for organising the design workshops and supporting materials, mentoring students and participants during workshops, processing workshop outputs, and devising the final technical drawings for pilot projects to be realised with UnitBv.
- De Graph 29 Architects' Bureau (an architecture office offering drawing tutorials and mentorship for admission in Architecture Schools) will facilitate contact with a large group of high school students interested in architecture, design and urban planning, participate in organising the workshops, propaedeutic sessions with future participants, mentoring during workshops.
- Brașov Debates Club will facilitate contact with a large group of high school students interested in debates. They will organise debates on topics of local interest and connected to Action 2.
- The Romanian Chamber of Architects - will provide official support for the action, promote the activity of the HUB amongst architectural professionals, and provide facilities for exhibition or meeting space.
- Educational institutions in the HUA - will organise open-air classes and other educational activities in the HUA, and will promote and support the activity of the HUB in their respective institutions.
- Foundation for Historical Monuments - will facilitate contact with residents of the HUA.

KEY RESOURCES REQUIRED

- Time (staff): 4 people from ABMEE to coordinate, 5 departments from the Municipality (Office for Urban Planning, Projects and Urban Development, Recreational Areas Development Service, Community Relations and Innovation Department, Heritage Administration and Commercial Urban Planning Service, Events Department).
- Financing: The Action will be funded through HUB-IN funds and the municipal budget.
- Space: The Action will be implemented in the Public Squares of the HUA. The construction and prototyping hall of the Faculty of Wood Engineering and Furniture Design will serve as an interior work space for required wood processing.
- Regulatory support: The Municipality will manage the policy, legal aspects and permits.
- Tools, and materials: The “pretext objects” proposed through the Action will be produced out of wood. The tools and materials of this action include computer software for processes that require computing, The labour resources necessary for the action include project managers, architects, urban planners, members of the local debates' community, and other high school students.

TIMING

- Workshop 1 - Working with the map - April 2023, 3 days (part of the training program in the acceleration program, mentorship included) - Ideation phase
- Workshop 2 - Understanding the place - May 2023, 4 days (part of the training program in the acceleration program, mentorship included) - Ideation phase
- Workshop 3 - Working with the design kit to create the pretext objects - June/July 2023, 7 days (summer school) (part of the training program in the acceleration program, prototyping and initial testing, mentorship included) - Problem validation, development of solutions, test, business model/ resources, pitch
- Design and technical planning of the objects - July - September 2023
- Construction of the pretext objects - September - November 2023
- Presenting the pretext objects December 2023 - final of the acceleration program - test, pitch

GDPR

No potential GDPR-related issues related to the action are foreseen.

POTENTIAL RISKS

- The highest risk envisaged refers to the public acceptance of the “Pretext Objects”
- Medium risks might refer to the allocation of funds for the implementation, by the Municipality, as well as the maintenance and security of these urban furniture pieces
- To mitigate these risks, we propose public consultations and debates, in order to:
 - Obtain public approval and ownership of the “Pretext Objects”
 - Support the Municipality in identifying solutions for the maintenance and security of the “Pretext Objects”.

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Creating an Immersive Night-time Experience



CITY MISSION

Mission 4: Ensure authenticity and highlight cultural heritage and traditions

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COORDINATION

- ABMEE - responsible for coordinating the Action
- HEBLU Lighting Design - expert in Lighting Design, responsible for setting the parameters of the “Light and lighting tours”, codesign facilitation for embedding lighting in the “pretext objects” and drafting a complex guideline in lighting
- BAAB - facilitate in the production phase of the “pretext objects” the codesign process with HEBLU in embedding lighting in the “pretext objects”
- BrandBerry - responsible for conducting the “Light and lighting tours” based on the recommendations of HEBLU and preparing a report on the perception and impressions collected from citizens and relevant stakeholders
- Brașov Municipality - responsible for implementing the complex guideline in lighting by taking the legal steps needed
- Flash Lighting Services - responsible for the Public Lighting Service, equipment installation, and maintenance will provide the technical details

CONTEXT

The current lighting of Brașov’s HUA (with a mix of old and new technology, warm and cold) is the result of the historical actions of a broad range of stakeholders and institutions, each pursuing its own interests, resulting in an uncoordinated, disorganized, and sometimes contradictory night - time image of the city. Light throughout the city has been installed without fully appreciating the perspectives of people. For example, at the moment, bright advertisements of all colours and intensities are placed on the streets in the historic centre, and they have a "tiresome" effect and the aesthetics often leave something to be desired.

Due to its influential history within Romania, the HUA of Brașov has an important number of heritage buildings of national and local significance. Currently, most of these buildings lack any architectural lighting to highlight their value, while others use outdated, incomplete, or non-functional lighting installations. Therefore, the cultural image of the city present during the day fades into darkness during the night. The complex guidelines are a comprehensive high-level strategic planning document that will enable the creation of a coherent nocturnal environment and a holistic night-time image of the HUA. The guidelines are based on an experiential process with the participation of citizens, and a unitary set of norms for planning, designing, and developing the HUA lighting.

Atmospheres are not only a part of how we perceive and make sense of our experiential worlds, they are also crucial in how we understand and find meaning in them. The design of our city plays an important role in how we make sense of and experience it, and as an aspect of urban design, lighting is a crucial element.

How the city spaces feel is a crucial aspect of urban quality of life. The sense of surroundings as safe, threatening, lively, fun, dangerous, inclusive or scary shapes not only how we feel as individuals but also how our bodies, feelings and imaginations are situated in urban space.

The implications of any of these feelings directly link to questions of equity, accessibility, fairness and justice as well as the socioeconomic success (and even how success is defined) of our city.

The regeneration of the night-time image of the city will have a direct positive impact on the HUA’s cultural tourism, the way the city is marketed through its brand identity, the atmosphere of

the public space at night and the ability of users to safely orient themselves by easily identifying the city's landmarks. All these items provide the background in which new entrepreneurship opportunities can emerge and the night economy develop.

DESCRIPTION

The main purpose of this Action is to co-create with the community a common vision for the night time atmosphere of Brașov HUA taking into account important aspects such as tangible and intangible heritage, sense of surroundings and safety that define the lifestyle and the urban quality of life.

The activity will consist in facilitating an experiential process in the form of light and lighting walks in a test area in the HUA for understanding the experience of light and lighting in urban spaces and the implications of the lighting design process and outcome. We will showcase how different light spectrums are perceived by the human eye, how they change the atmosphere of a space, and to help understand the importance of an HUA, its cultural heritage and how lighting can help showcase it. This approach brings together theory and experience at the site of the investigation. In this approach, we research in atmospheres – that is, in the ongoing flow and change of shifting impressions and feelings constituted spatially by a multiplicity of elements, but especially in light.

We will collect the perception of participants regarding the feelings they experience with the current lighting in the HUA, preferences of light sources (single or multiple), their expectations and vision for the lighting in the HUA, the monuments/ buildings they wish to “see” during the night, and how to “see” them.

All lighting walks will be documented (photo, video) and the material will be used by HEBLU experts to illustrate/ represent different scenarios to be integrated as visuals in a complex guideline for the architectural lighting in HUA. This will be included in relevant public policy documents developed by the Municipality in order to have a coherent platform/ space that will enable the creation of a coherent night - time environment and a holistic night-time image of the HUA.

The Brașov HUB-IN team plans to have the first light and lighting walk in March, during Earth Hour when it will be possible to experience the HUA with and without public lighting and also “play” with light sources on different heritage buildings and spaces while the lights will be shut down by the Municipality.

By creating these moments and activities the project will be activating the HUA and bringing the community together.

Another important activity is linked directly with Action 2 and will be the codesign process in embedding lighting in the “pretext objects” (if the idea rises from the students during the acceleration program). This activity will take place in the construction part of the “pretext objects” with the students from Transylvania University. In this activity students from the University will experiment with different sources of light in furniture and school and high school students will experiment with light sources in the form of a flash mob showcasing the pretext objects after being placed in the public space.

EXPECTED RESULTS

- A co-creation process with civic engagement for a common vision for the night time atmosphere of Brașov HUA;
- An experiential process in the form of light and lighting walks in a test area in the HUA, helping participants to easily identify the city's landmarks, highlighting the cultural heritage, and demonstrating how light contributes in regenerating underused public spaces;
- An educational component of the action, in connection with Action 2: codesign process in embedding lighting in the "pretext objects" with students from Transylvania University and civic activism in the form of flashmob showcasing the pretext objects after being placed in the public space (with school and high school students of the HUA). This will happen in the workshops planned in Action 2;
- A comprehensive strategy for architectural lighting of heritage and a set of rules & limits for the use of commercial lighting & illuminated advertisements that integrate harmoniously with the character of the HUA.

STAKEHOLDERS TO BE INVOLVED

- Relevant municipality representatives - participating in the light and lighting walks / co-creation process of the vision for the night time atmosphere of Brașov HUA
- Citizens
- Experts and other relevant stakeholders - participating in the light and lighting walks / co-creation process of the vision for the night time atmosphere of Brașov HUA
- University students participating in the codesign process in embedding lighting in the "pretext objects"
- School and high school students - civic activism in the form of a flash mob showcasing the pretext objects after being placed in the public space
- Brașov Municipality for including a complex guideline for the architectural lighting in HUA in relevant public policy documents developed.

KEY RESOURCES REQUIRED

Provide details as to the resources that are required to implement the action according to the following categories:

- Time (staff): ABMEE, HEBLU, Brandberry, BAAB
- Financing: The Action will be funded through HUB-IN funds
- Space: The Action will be implemented in the HUA, Transylvania University
- Regulatory support: The Municipality will manage the policy, legal aspects and permits.

TIMING

The implementation of the Action will take place between February 2023 and August 2024

- Methodology development for light and lighting walks March 2023
- Open call for participants - March - April 2023

- Light and lighting walks - March - April 2023
- Development of vision and guidelines - Summer 2023
- Students' involvement in July 2023
- Flashmob - Winter 2023.

GDPR

No potential GDPR-related issues related to the action are foreseen.

POTENTIAL RISKS

To mitigate the risks we will plan the light walks in connection with Earth Hour, a popular event attracting participants each year.

Communicating and publishing the results of the light walks with an emphasis on citizens' feedback regarding the lighting in the HUA;

Providing the complete framework for the acceleration process - acceleration including pitching, prototyping and testing of the objects so if light is not included in final is for documented reasons, including in the co-design process all relevant parties (both experts and students).



Based on the details of the Action Plan, the Brașov 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 Brașov HUB-IN Team and to be published via the HUB-IN project's website.



<https://hubin-project.eu>

Branding and Communication of the Braşov Hub

Braşov Hub's general brand voice will be compassionate, genuine and focused on our brand values: genuine and inclusive; people-centric, relaxing, seeking physical and psychological well-being; sustainable and resilient. Not too energetic, but very powerful.

The HUB-IN Braşov local team will take into account that:

- Sustainability, creativity, cooperation and tradition are at the heart of the brand.

They should be at the core of the communications around the HUB.

- Braşov historical centre is cultured, active and mysterious, like an experienced mountain guide. It is captivating, sometimes intimidating, it sparks your curiosity, invites you to expand your knowledge, and live your life to the fullest, but in balance with nature.

These traits will be reflected in the communication style used for the HUB.

Different tones will be used when targeting different stakeholders. A not overly formal, but not overly casual or impersonal tone either will be used when communicating to officials or through official channels.

When introducing the HUB to the local community, close cooperation with the Communication Department in Braşov Municipality will be applied. The local team will implement a set of standard

communication activities (press conference and release, social media and website articles), but also a thematic tour to present to journalists in more detail the idea of our HUB and the HUB-IN activities. On-site visuals will have a minimalistic and interactive approach in the form of QR codes.

INTRODUCING THE HUB TO THE LOCAL COMMUNITY AND STAKEHOLDERS

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Creation, set up and dissemination of promotion materials	Authorities Key stakeholders	Preparation of visuals and other communication materials. Setting up the visuals in the HUB and dissemination of other relevant communication materials. Direct emails to relevant representatives of the stakeholders.	June 2023
	General public	Preparation of visuals and other communication materials. Setting up the visuals in the HUB and dissemination of other relevant communication materials to be distributed on relevant social media.	
	Tourists	Adapted leaflets/ posters or other printed materials to be distributed in the Citizens Information Centre and tourist information centre, museums in the HUA; also on relevant social media and websites.	
	Students/ Pupils	Leaflets/ posters or other printed materials to be distributed in universities and schools; also, on relevant social media and websites.	
Launching Conference	Public Administration Relevant stakeholders invited: experts involved in different project activities, representatives of relevant associations, local innovators etc. Residents Educational institutions in the HUA Students	Venue: Local Council meeting room in the City Hall. List of stakeholders will be defined when the concept of the event will happen.	December 2023
Thematic tour	Press/ journalists	In order to give journalists full attention for them to have a complete understanding of the HUB-IN Braşov concept, a separate dedicated event in the form of a thematic tour will be organized. Residents and tourists will be able to self-organize such tours based on the info provided onsite (QR codes).	Same day as the launching conference or immediately after.

INTRODUCING THE HUB TO THE LOCAL COMMUNITY AND STAKEHOLDERS

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Press release and social media articles	General audience		A day before, the same day as the launching conference or immediately after.
HUB-IN Treasure hunt in the Historical centre	Pupil/ students General Public	This action will be adapted to the two target groups using various historical and cultural information related to Braşov, using the pretext of visiting the area to raise awareness of HUB-IN project results and its general objectives.	2024

Stakeholders will be informed through communication activities dedicated to this. On the webpage for the HUB and on social media channels, we will post regular updates about the various actions of the HUB. Other activities contributing to the promotion of HUBs activities are visuals with QR codes installed onsite with a direct link to our webpage and social media channels, thematic meetings organized using the pretext objects (e.g., open-air classroom), presentations in schools (in the framework of the partnership we develop). The municipality is a key partner in the communication activities. The best way to engage stakeholders in the HUB's actions is to communicate about the benefits of the community's productive involvement and how the HUB should evolve based on participation. Additionally, we will use the project's tools and materials to showcase what was the HUB's path and help stakeholders understand its positive impact.

INFORMING, CONTRIBUTING AND TAKING PART TO HUB'S ACTIVITIES

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Micro events	Residents Entrepreneurs Tourists	Thematic meetings organized in different spots using the pretext objects. Open air classroom.	Spring 2024
Presentations in high schools	Students Residents	The whole HUB-IN process will be described, the path towards a Roadmap and Action Plan, choosing the best actions and involving the community to co-design and define them, towards the implementation of the HUB.	Spring 2024

INFORMING, CONTRIBUTING AND TAKING PART TO HUB'S ACTIVITIES

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Promotional activities	Entrepreneurs High schools University	Cross-promotion activities will be identified and developed to support the HUB and make it evolve.	Spring 2024
Ambassador programme	Residents Entrepreneurs	Ambassadors such as the Czech Architect Osamu Okamura or other local VIPs will be chosen to represent and furtherly promote the HUB and the story behind.	Spring 2024

The activities contribute to HUB-IN's mission of regenerating the area, allowing for it to be lively and rich in opportunities for entrepreneurs and tourists, but with particular attention to sustainability and respect for the local culture and residents, to avoid over-touristification effects. Older and younger residents should feel like they have a place there, where they can be part of the change, access services, good quality housing and take advantage of the cultural offering, traditional foods etc. The activities aim at showcasing opportunities for the residents to interact, cooperate and contribute 360° sensorial experiences, promoting opportunities for sustainable businesses, promoting Braşov as a sustainable city at the national and international level, showcasing opportunities for the residents to interact, cooperate, and contribute to the regeneration of the area.

PROMOTING THE VALUES OF THE HUB

Action	VALUE PROMOTED	MAIN BRAND OBJECTIVE TARGETED	DESCRIPTION
1. Transforming the Public Realm	1. people-centric, relaxing, seeking the physical and psychological well being 2. genuine and inclusive 3. accessible and friendly	Promote opportunities for sustainable businesses. Promote Braşov as a sustainable city at the national and international level.	This Action is oriented towards designing the HUA to be attractive and pleasant to its different user groups, inviting them to relax and be surprised by its changing ambience and its temporary use. As well, the Action foresees the inclusion of entrepreneurs and the support for innovation in the HUA, as the HoReCa industry has taken over the space that tends to become too commercial and not open for innovation hubs, co-working spaces, and entrepreneurship incubators. The action is focused on using the discrete benefits of public seating as the cornerstone for revitalizing social life and public involvement in the HUA.

PROMOTING THE VALUES OF THE HUB

Action	VALUE PROMOTED	MAIN BRAND OBJECTIVE TARGETED	DESCRIPTION
2. Presenting the Historic City as a Classroom in Braşov physical HUB	<ul style="list-style-type: none"> 1. sustainable and resilient 2. people-centric, relaxing, seeking the physical and psychological well being 3. genuine and inclusive 4. educative and playful 5. open for change 	<p>Showcase opportunities for the residents to interact, cooperate contribution 360 degrees of sensorial experiences.</p> <p>Showcase opportunities for the residents to interact, cooperate, and contribute to the regeneration of the area.</p> <p>Promote Braşov as a sustainable city at the national and international level.</p>	<p>The action aims to support urban regeneration through the development of more playful, educational and relaxation spaces that will counterbalance the proportion of private places. Thus, the Action proposes the creation of so-called “pretext objects” - namely innovative/ creative urban furniture with more functionalities (benches that can become stages, ladders that can become chairs etc.)</p>
3. Creating an Immersive Night-time Experience	<ul style="list-style-type: none"> 1. sustainable and resilient 2. people-centric, relaxing, seeking the physical and psychological well being 3. guardian of heritage 	<p>Promote Braşov as a sustainable city at the national and international level.</p> <p>Promote opportunities for sustainable businesses.</p>	<p>The main purpose of the Action is to develop an urban lighting master plan which is a comprehensive high-level strategic planning document. It will enable the creation of a coherent nocturnal environment and a holistic night-time image of the HUA. The masterplan shall be developed by consulting with relevant stakeholders and coordinating their different interests.</p>

HUB-IN



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