



HUB-IN

Grand Angoulême

Hub of Innovation



Funded by the Horizon 2020 Framework
Programme of the European Union

Action Plan **2023**

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June 2023

HOW TO CITE THIS DOCUMENT

P-H. Lavessiere et al (2023). "Grand Angoulême Hub of Innovation Action Plan", HUB-IN project - Hubs of Innovation and Entrepreneurship for the transformation of Historic Urban Areas H2020-SC5-2019, GA 869429.

PROJECT INFORMATION:

Project name: HUB-IN

Grant agreement number: 869429

Project duration: 2019-2024

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 This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 869429

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



As vice-president of Grand-Angoulême with responsibility for culture, I am delighted and proud to support the European "Hub In" project. With the development of our innovation platform, the "Caravane Creative Lab", which prefigures our future Metropolitan Trail, our aim is to encourage and federate initiatives that will enable us collectively to deepen our knowledge of our territory and make it our own, in order to enhance its rich heritage and creativity.

By bringing together the cultural and creative industries in the local ecosystem (artists, authors, collectives, art, animation and video game schools and studios, etc.), as well as residents of all ages, to meet up and explore the byways together, this project will enable new ideas to emerge and take shape, fuelling the urban regeneration of Grand-Angoulême around the values of sharing, nature, culture and innovation.

Gérard Desaphy,
vice-president of
Grand-Angoulême,
department of culture

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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 intercommunal structure of GrandAngoulême 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 HUA. A final section provides details as to how HUB 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

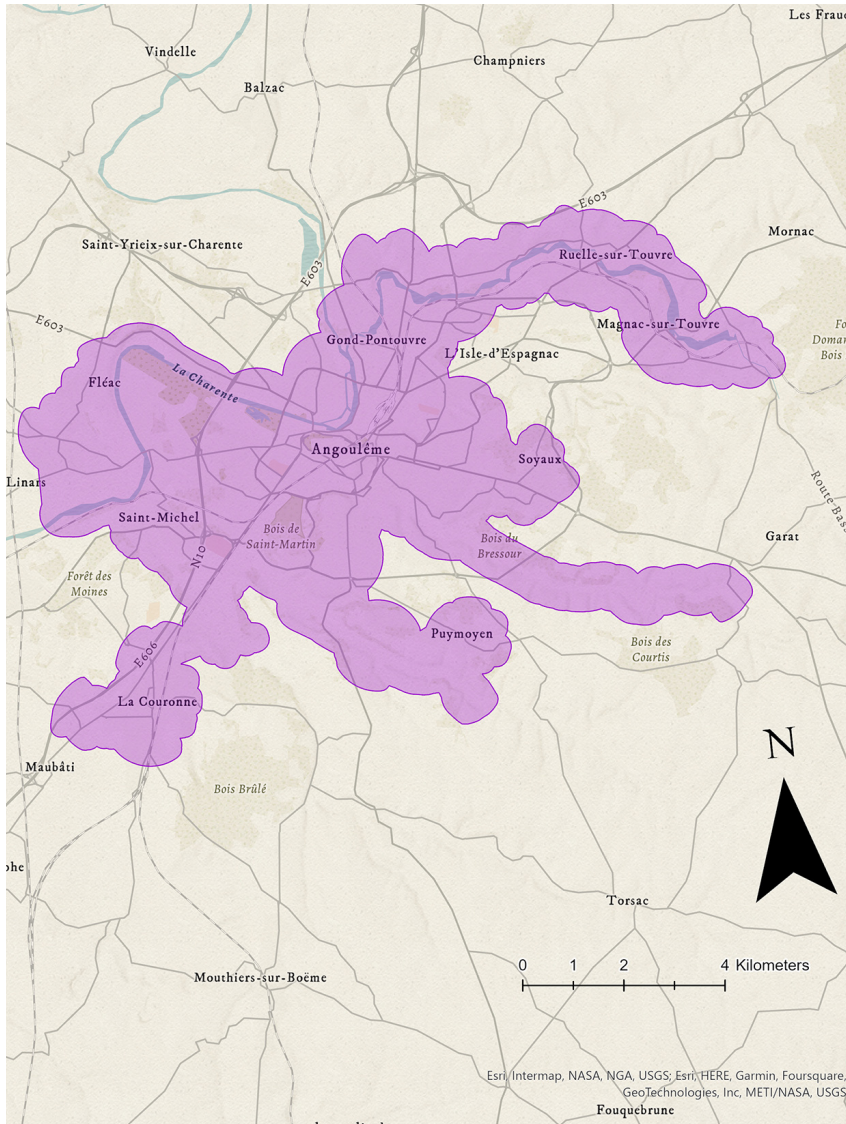


Resilient & Human Connected Places (RHCP)

- Environmental Balance
- Empowering Communities
- Liveable and connected places

HUB-IN Place

Grand Angoulême's Historic Urban Area



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 Grand Angoulême Action Plan

GrandAngoulême is an urban and suburban territory with an **industrial tradition** which, after a crisis linked to deindustrialisation in the 1970s, has partly succeeded in **converting its economy towards creative and cultural industries**, thanks in particular to the Comic Strip Festival (50th edition in 2023) and to significant support for the image sector (cartoons, video games, etc.).

The know-how, traditions and built elements of the industrial period are sometimes unfortunately poorly known and little protected. This is also true for rural heritage which is quite omnipresent in GrandAngoulême's urban landscape.

As GrandAngoulême is implementing urban development strategies, heritage can be at risk. Indeed, GrandAngoulême, even if its demography is quite stable, is undergoing significant urban development, notably due to its geographical position on the fast TGV train line between Paris and Bordeaux and the different strategies implemented to attract new inhabitants and businesses.

The urban identity of GrandAngoulême is not limited to the city centre. The heritage is scattered throughout the territory on an inter-communal scale. In fact, urban development has taken place since the factories and mills whose location was linked to the presence of water as a driving force, rather than to their proximity to the city centre. For this reason, the Historic Urban Area (HUA) of GrandAngoulême goes beyond the municipal limits, including several districts and industrial valleys in accordance with the UNESCO definition of historic urban landscape.

Remains of former agricultural activities, stone quarries, lime kilns, paper hydraulic mills, 1920s working class suburban garden-cities, 1950s-1960s social housing projects, ruins of old labour camps still exist. Those elements are constitutive to our Historic urban landscape and identity and some of them could be strong levers for the coming decades and their economic, human and ecological stakes.

GrandAngoulême is already involved in **urban renewal strategies and is investing in its urban wastelands**, often linked to its industrial history (cf. existing strategies quoted in the roadmap). If the aim of these operations is to reinvest in unoccupied buildings, there is still a risk of loss of memory, as the intangible dimension is little invested. Moreover, these renewal operations do not concern the whole territory but mostly the most central part of the city. In 2020, GrandAngoulême identified 1200 unoccupied buildings including more than 100 industrial and agricultural infrastructures.

GrandAngoulême, with its 38 municipalities, has set out its roadmap after the municipal elections of 2020 and expressed its will to work on how the citizens are related to everyday-life urban and natural landscapes. After the covid 19 pandemic, GrandAngoulême recognised the interest and need for citizens to feel good in their neighbourhoods, and more generally, to get to know and like their city better. For this purpose, in 2020 GrandAngoulême decided notably to **launch a metropolitan trail project**, i.e. an urban and peri-urban walking route with a cultural dimension that explores

and recounts the urban and, in particular, industrial history of GrandAngoulême. This objective, coupled with the ongoing work of the **"Pays d'Art et d'Histoire" department on small-scale industrial and vernacular heritage**, demonstrates a local desire to take charge of the heritage issue beyond the listed elements and known historical monuments.

In 1997, GrandAngoulême and other partners, gave birth to "Magélis" (also called "Pôle Image"), a public multi-partner organisation whose mission is to enhance Creative and Cultural Industries (CCIs). Thanks to its work, GrandAngoulême now counts **15 superior image schools (public and private), 150 structures and more than 2000 professionals specialised in the image sector and more than 250 comic strip authors and designers living and working in the territory**. However, these professionals, sometimes coming from other parts of the country or abroad, do not have the infrastructure or tools to easily network with local partners or get in touch with the area and its urban history. These considerations led to the development of the present Action Plan.

The Action Plan aims to **enhance links and opportunities on several levels**: 1) between the CCIs themselves, 2) between the CCIs and the citizens and associations, 3) between the CCIs and local history and heritage issues. We believe that all of this will lead to better and shared knowledge of heritage issues and a better capacity of the actors involved to implement the future urban regeneration that our territory needs.

The GrandAngoulême HUB-IN local team listed 4 missions in its Roadmap:

1. Promote cultural heritage and popular know-how at the local level to inhabitants and professionals to create a shared sense of place
2. Create a platform for encounter and exchange among local partners and citizens

via a co-designed dialogue anchored in the territory

3. Support professionals to develop new skills in designing projects in tune with the territory's history, heritage and its possible futures
4. Develop a shared vision of the territory by 2050.

To fulfil those objectives, the present Action Plan will implement 4 interlinked actions:

Action 1: Investigating and mapping the historical heritage to reveal the sense of the place of GrandAngoulême. This action aims at mapping the heritage, and particularly the unlisted small and intangible heritage, at the scale of the urban area of GrandAngoulême. The action consists in carrying out an inventory, a bibliography and a collective survey on the scale of an inter-communal territory marked for several centuries by various industrial activities. The result is a new geographical database that makes it possible to identify the characteristic urban situations of GrandAngoulême and the related heritage issues.

Action 2: Co-design a Metropolitan Trail as a framework for the "Caravane Creative Lab". Using the geographical database developed in Action 1 and in dialogue with local partners and initiatives, this original walking itinerary will reveal the specific heritage features of GrandAngoulême and constitute an original shared space for local stakeholders and citizens.

Action 3: Set up an itinerant hub of innovation : "Caravane Creative Lab" (CCL). To overcome the lack of a common space between the partners of the territory, and in particular the creative and cultural industries, we envisage the creation of the "Caravane Creative Lab", an innovation hub dedicated to the valorisation of heritage and the creation of narratives anchored in the local urban

geography and in coherence with the contemporary issues linked to urban regeneration and the global ecological crisis. The CCL is a meeting platform between local partners (schools, authors, local associations, artistic collectives) which should allow the emergence of professional and educational projects: audio-visual creations, editions, learning workshops, in-situ works, web projects, etc. The objective is therefore twofold: 1) to support local professionals in the development of innovative narrative projects, 2) to raise awareness among the public and decision-makers of heritage issues via these narrative projects. In the time of the Hub In project, the CCL will meet on an “under construction” metropolitan trail. After the inauguration of the trail, it will keep meeting along the trail.

Action 4: Create and run an OPEN CALL to raise awareness about cultural heritage.

The CCL Action 3) is a long-term project that relies on the capacity of its members to set up projects and finance them themselves. In order to accelerate the project's timeframe, GrandAngoulême will launch two open calls: one in 2023 and one in 2024. Addressed in priority to local artists, associations and businesses (members or future members of the CCL), this open call aims to build in a quite short time an ambitious transmedia learning and discovery path for the public. It should be helpful for professionals as well, and in particular those involved in urban regeneration issues.

The 4 actions are intimately linked to each other: Firstly, the Action Plan Will map the different areas in order to highlight the local heritage. This will allow the building of a Metropolitan Trail as a framework for the “Caravane Creative Lab” that will be boosted thanks to the open call action.

Our actions are complementary to each other

and feed into each other. The 4 actions are carried out more or less at the same time and progress in parallel. Here are the logics at work through 3 examples of the relationship between the actions:

- The Metropolitan Trail constitutes the framework, the infrastructure from which the Caravane Creative Lab can exist. At the same time, this itinerary is scouted and created with the help of the CCL.
- The conception of the Metropolitan Trail uses the Historical Heritage investigation database (Action 1). At the same time, the different scoutings feed the database. Indeed, every walking session brings its share of discoveries and shared knowledge.
- The Open Call is primarily intended for members of the Caravane Creative Lab. At the same time, the visibility of the Open Call will attract new members to the CCL. And these new members can contribute to the development of the pathway (Action 3) with their input.

For the first action, the mapping of heritage elements, several tools will be used. First of all, the services of GrandAngoulême such as the “Pays d'Art et d'Histoire” and the departmental archives will enable us to document the various heritage sites of GrandAngoulême. GIS will allow us to easily map the elements we want to highlight. The different maps created will be a support for the “Caravane Creative Lab”. Audio recordings and photo reporting will be made during the scouting sessions to archive the speeches made and give access to the material to members or future members of the CCL.

At the end of the project, an association dedicated to the Caravane Creative Lab and the management of the metropolitan trail could be created, with a shared governance between civil society (ICC, associations) and local authorities (municipalities, Grand Angoulême).

The Grand Angoulême Hub

Grand Angoulême's Hub of Innovation is named "Caravane Creative Lab". It aims to create a link between the cultural and creative industries and the territory (particularly in terms of heritage) by implementing new rituals (regular collective scoutings or sightings), to bring out and promote a genuine shared culture of the territory and initiate the creation of an innovative platform for inter-learning and creation.

The **Hub is both immaterial and material**: immaterial because it is not contained in a building or in a specific street and its consistency is more social than built in concrete. On the other hand, the Hub can be considered as material, since its existence is linked to its members' pedestrian walks through the city and all its buildings. The hub is a project platform which meets outdoors and on the move, in dialogue with the territory. However, the hub does not meet just anywhere in the city: it walks (and thus helps to build in a first phase) a specific route: the GrandAngoulême metropolitan trail.

The GrandAngoulême Hub is **itinerant**, inviting participants to move on to discover new stories and new aspects of the agglomeration's heritages. It offers to the members a brand new space for meeting, sharing, talking, getting to know each other, even eating together. For them, the hub opens up a new approach to walking and to their territory, which was previously unknown or misunderstood, but also to other aspects of society, depending on the aspirations and interests of each person.

During the walk, the participants have access

to specific knowledge and meeting opportunities (potentially partners), but there are other benefits such as **developing imagination and creativity**, making connections between subjects that seem far from each other but start resonating during the walk.

The Caravane Creative Lab is therefore a network of local actors who build and share a culture of the territory in a convivial way. This network is open to all. It will also meet indoors for tabletop workshops if necessary.

Partnership / Membership

The members of the CCL are comic book authors, cartoonists, documentary makers, sound designers, local associations involved in heritage or environmental issues, art students and teachers... The artists and creators present in GrandAngoulême territory are sometimes formally constituted in collectives (existing associations) but also in informal networks (without a dedicated structure). In all cases, they are welcome.

The development of the hub is based on the commitment of the following stakeholders as previously defined in the [Roadmap](#). They are relays for their own networks and audiences and are members of the technical committee:

- Pôle Image "Magelis"
- Cité de la BD
- Maison des auteurs
- Ecole Européenne Supérieure de l'Image (ÉESI)
- École nationale du jeu et des médias interactifs numériques (ENJMIN)
- Grand-Angoulême Art School
- Musée du Papier

- La NEF
- L'Alpha
- Charente Nature
- Comité Départemental de Randonnée Pédestre Charente (CDRP 16)
- Direction Régionale des Affaires Culturelles (DRAC)
- Fond Régional d'Art Contemporain Poitou-Charentes (FRAC)

With the help of the MT agency, GrandAngoulême will also have to ensure the relay with its members, i.e. the 38 municipalities that make it up. The creation and development of the hub may also be of interest to the Charente department and the "Nouvelle Aquitaine" regional council, depending on their prerogatives.

The HUB could also be of interest to the territory's schools (collèges and lycée), entities such as the CREADOC documentary school (a programme of the University of Poitiers dedicated to writers and directors specialising in creative writing and documentary production) and the members of the

international network of Metropolitan Trails.

Governance

During the HUB-IN project (until the end of 2024), the Hub will not have a legal status. It will be implemented by GrandAngoulême territory with the technical help from the Metropolitan Trails agency, and will meet during the monthly scouting sessions. GrandAngoulême Hub will operate with existing entities. The foundations of future governance will be laid through bodies such as the monitoring committee, the technical committee and the steering committee.

At the end of the project, it is planned to set up the CCL as an association under the French law of 1901 in order to perpetuate the approach. We believe that this hub meets a need and constitutes a precious and useful new space for collaboration in the area. In the time of the HUB-IN program (until summer 2024) the project is developed through three bodies: the Monitoring Committee, the Technical Committee and the Steering Committee.

1. Monitoring Committee

Mission	To regularly review the development of the project, relations with partners, actions, relations with European partners.		
Fréquence	Once a month		
Composition	GrandAngoulême	Arnaud LATOUR - DGA - Deputy Director General for Territorial Cohesion Thomase SCHNABEL - Director of Cultural Affairs Gérard DESAPHY* - Vice-President in charge of Culture Camille BARRERE - Technical assistant	
	MT Agency	Paul-Hervé LAVESSIERE - Co-founder / project manager Cécile MALGHEM - Technical assistant	

2. Technical Committee

Mission	Working meetings (with thematic focus) including GrandAngoulême technicians and external partners. It is a collective working body (no decision)	
Fréquence	Twice a year (next meeting: 27/04/23)	
Composition	GrandAngoulême	Arnaud LATOUR - Deputy Director General for Territorial Cohesion Thomas SCHNABEL – Director of Cultural Affairs Camille BARRERE - Technical assistant Annabelle ROBUCHON - Territorial agent for international cooperation Vincent SCAMPS - Territorial agent for sustainable development Boris Le JOLLY - Territorial agent for ecological transition Lucille LEROY-DUBRUL - Territorial agent for social economy Karine LEONARD - Territorial agent for agriculture Yannick CONSEIL - director “Technopole Eurekatek” Isabelle DEBRIDIERS - Territorial agent for cultural affairs Quang NGUYEN - Territorial agent for cultural development Laetitia COPIN-MERLET - Director for “Pays d’Art et d’Histoire” label
	MT Agency	Paul-Hervé LAVESSIERE Co-founder / project manager Cécile MALGHEM - Technical assistant
	Cité de la BD	Mathieu CHARRIER - Responsible for cultural programming
	Maison des auteurs	Pili MUÑOZ - Director
	EESI	Marc MONJOU- Director
	ENJMIN	Axel BUENDIA - Director
	Ecole d’art	Elske HALLER - Director
	Pôle Magélis	David BEAUVALLET - Director marketing & communication
	Musée du Papier	Florent GAILLARD - Director
	La Nef	Laetitia PERROT - Director
	PAH	Laetitia COPIN-MERLET - Responsible
	l’Alpha	Matthieu BAUDIN - Director
	Conseil de développement	Aude JUILLOT - Director
	Charente Nature	Pierre Fantin - Director
	CDRP 16 (randonnée)	Catherine DI NISI - President
	DRAC	Mathieu BORDES - Regional Director
	FRAC	Alexandre Bohn - Director

Comite de pilotage

Mission	Strategic decisions on the development of the Hub, validation of language elements before presentation to the "elected working group"	
Fréquence	Twice a year (next meeting: 10th May 2023)	
Composition	GrandAngoulême	Gérard DESAPHY* - Vice-President in charge of Culture Michaël LAVILLE* - Vice-President in charge of Tourism Arnaud LATOUR - Deputy Director General for Territorial Cohesion Thomas SCHNABEL - Director of Cultural Affairs Camille BARRERE - Technical Assistant
	MT Agency	Paul-Hervé LAVESSIERE Co-founder/project manager Cécile MALGHEM - Technical assistant
	Conseil de développement	Aude JUILLLOT - Director André CURMI* - Co-President Marie-Madeleine VINCENT* - Co-President
	DRAC	Mathieu BORDES - Regional Director

GrandAngoulême and MT Agency partnership

GrandAngoulême is the project leader as a local authority. It carries out the following tasks:

- institutional support, communication with the municipalities of GrandAngoulême and other institutional partners
- general administrative and financial follow-up
- coordination of the action 4: drafting of the call for projects, dissemination, support for candidates, organisation of the jury

In 2022, GrandAngoulême mandated the MT agency to provide a double service: on the one hand, monitoring and general coordination of the Hub-In project and, on the other, development of the "Caravane Creative Lab" hub and the metropolitan trail. More specifically, these are the tasks for which the MT agency is responsible:

- HUB-IN project manager: relations with European partners, coordination of the drafting of documents (Roadmap, Action plan, Business plan) and implementation of

- methodological tools (monitoring, surveys)
- General coordination for actions 1, 2 and 3: operational monitoring of actions, management of the action schedule, relations with partners,
- Support for GrandAngoulême for action 4 (help in drafting the call for projects, dissemination, support for applicants)
- Constitution and solicitation of governance bodies (monitoring committee, technical committee, steering committee).

When the Hub is delivered, another form of governance will be set up, from an independent structure, external to GrandAngoulême. There are different possibilities that the Grand Angoulême local team is going to dig later in the development plan (2024-2026). A priori, two solutions are possible:

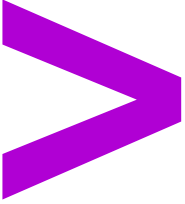
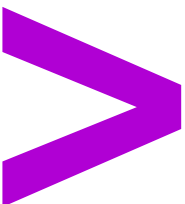
- option 1 - using a pre-existing structure: an association, a collective already in place, that would appear as the perfect candidate for managing the hub
- option 2 - set up a new structure: at the

end of the Hub-in calendar, a new structure would be created, most probably an association (under the 1901 law).

In both cases, the governance will have to reflect the hub's actions and values, i.e. horizontality and conviviality, and balanced sharing between civil society and local authorities.

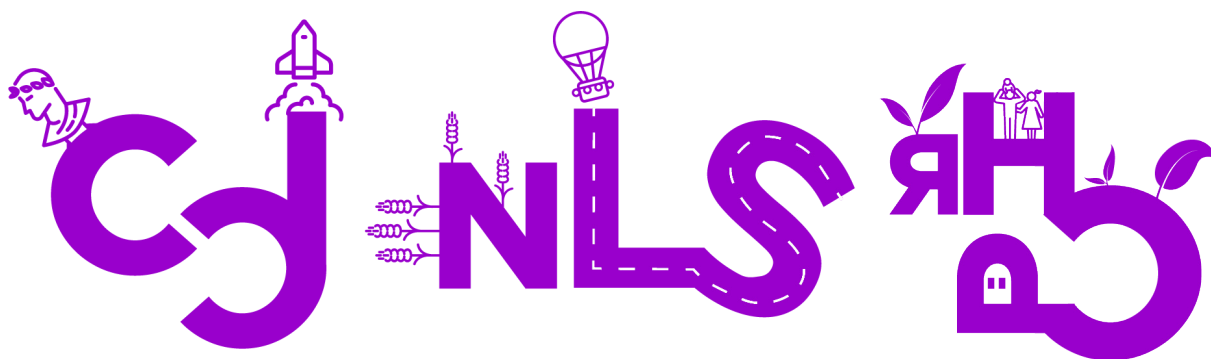
The Hub's economic model can be based on both public funds (municipalities, GrandAngoulême, Department of Charente, "Nouvelle Aquitaine" Region, Ministries) and private funds such as the Martell Foundation (house of Cognac). Calls for projects are also possible: Caisse des Dépôts, European projects.

The Grand Angoulême Actions

- 1**  **Investigating and Mapping the historical heritage to reveal the sense of the place**
- 2**  **Co-Design a Metropolitan Trail as a framework for “Caravane Creative Lab”**
- 3**  **Set up an itinerant hub of innovation: “Caravane Creative Lab”**
- 4**  **Create and run an entrepreneurship/artist open call to raise awareness about cultural heritage (transmedia)**



Investigating and Mapping the historical heritage to reveal the the sense of the place



CITY MISSION

Mission 1: Promote cultural heritage and popular know-how at the local level to inhabitants and professionals

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COORDINATION

- Metropolitan Trails Agency
- GrandAngoulême Intercommunality

CONTEXT

Traditional listed historical heritage is mostly well known. On the other hand, most of the unlisted heritage, in particular from the industrial times or linked to manufactures, craftworks, popular housing, ancient rural everyday life, still needs to be investigated and inventoried. The action aims to map this heritage. To achieve this, the action proposes an original and innovative method consisting in mixing oral traditions, scientific research along fieldwork sessions. It will indeed include intangible heritage linked to practices (disappeared or not), or to forgotten historical events.

The Foulpougne breeding factory, the old fish farm on the Touvre, the last barracks of the Basseau labour camp, the old Rouillac railway line, the lime kilns in Gond-Pontouvre, etc. None of these elements are listed, and they are poorly known, both by the inhabitants and the economic actors of the territory. By locating them on foot, by going to meet the inhabitants and neighbors, and by mapping them, a new portrait of the territory is drawn up, rooted in its history and geography and embodied by its inhabitants.

Existing sources of information will constitute the starting point of the action. These are not always well known, visible or linked: the Pays d'Art et d'Histoire service (which is part of GrandAngoulême), historical associations and societies, local scholars, but also archive services or actors such as the CREADOC documentary school, which has numerous radio archives resulting from students' work. The action will focus on pooling resources. Beyond mapping, it is an inventory and narrative work that must be envisaged.

This first step is a prerequisite for the protection of the historical heritage because we cannot protect what we do not know well.

DESCRIPTION

The mapping of the historical heritage of GrandAngoulême will be carried out using several GIS tools such as Google Earth, MyMaps or Quantum GIS, and will mix different forms of heritage: built, industrial, military, green/blue heritage. This action therefore consists of creating a single geo-referenced database that will allow for subsequent cross-referencing of information.

The action will be implemented as follows:

- 1) A first state of the art on the knowledge of the heritage and the existing stories on the territory including a bibliography as complete as possible and an inventory of the works already carried out. This stage is included in the feasibility study of the metropolitan trail (see below)
- 2) Each "Caravane" preparation (action 3) is an opportunity to organise targeted research on

particular sectors. The “Caravane” allows for several roundtrips back and forth between the map and the field: the information gleaned during the “Caravanes” invites further indoor research, while this indoor research serves as a compass in the field. As the “Caravanes” go by, the database is enriched.

- 3) The material gathered during the “Caravanes” will be used to select the most representative sites in order to understand the heritage issues of the territory and to improve knowledge with a view to better protection. These highlighted elements will also be considered in a prospective dimension: how these spotted sectors/elements of heritage could reappear and play a role in the future, considering the ecological and climatic challenges of the next decades.

This action starts upstream of the other actions and is extended as the metropolitan trail is created and collective “Caravane” walks or public events are organised.

Among the work carried out, 2 important documents will be taken into account:

- The feasibility study of a metropolitan trail in GrandAngoulême. This study, carried out between 2021 and 2022 by the MT agency with a view to the creation of a metropolitan trail, proposed an initial inventory of the narrative elements, classified heritage, publications, exhibitions, blogs and conferences related to heritage in the territory. It was found that the information is abundant but not very structured and that there is no common cartographic platform.
- The A'Urba (Urban Planning Agency) study. This study mainly concerns the Houmeau district and the banks of the Charente in the urban area. This study has made it possible to identify sectors with historical and heritage issues that are not usually on the radar of heritage services.

The inventory that will be created with the Action will also look for places that will support the economic life of GrandAngoulême in the future: empty commercial cells, unoccupied housing, old kiosks, urban wasteland, etc. and will take into account past, current or planned urban renovation projects (Operation Cœur de Ville, Urban Renovation Operation, etc.). By pointing out the sectors at stake, the cartographic inventory constitutes an essential milestone in the fight against the risk of disappearance of heritage elements and in the planning of appropriate urban regeneration. It will also be a question of promoting the urban regeneration operations implemented by the local authority, and in particular the “Pôle Image”, which is giving a new use to industrial wasteland in the heart of the city.

Since GrandAngoulême HUA corresponds to a 75km² area, we decided to focus in priority on 4 “pilot areas” as transects of 10 to 15 kilometres each and 100 metres wide:

- 1) “From one bank to another” (green area): Image campus, Anguienne & Charente junction, La Grande Garenne and Basseau social housing, the former “Molines” labour camp connected with the gunpowder factory, paper mills, Saint- Michel industrial chemical uniMes, old roman abbey...
- 2) “The Touvre Valley” (pink area): Felt factory, flour and semoulina mills, former fishfarm, paper factories and industrial castle, social housing project, former canon factory and imperial royal foundry, water pumping units, fishing parcours...
- 3) “Reaching the sources of the Anguienne river” (orange area): the 4 disappeared train stations, post WWII neighborhood, urban stone and gravel quarries, watermills, river laundries, castles.
- 4) “From valley to valley” (blue area): “Le plateau” city center, popular gardens of the Anguienne

valley, “Ma Campagne” social housing neighborhood, watermills along the rivers (“les Eaux Claires” and “la Charreau”, La Couronne garden-city, the former plaster factory next to the abbey...).

EXPECTED RESULTS

During Hub-IN

- economic: easier access to historical heritage data for project partners. Identification of places supporting the economic life of tomorrow.
- social: the valorisation and sharing of stories and popular heritage linked to the life of the inhabitants for the project partners
- environmental: a better knowledge of the green and blue heritage of the agglomeration
- cultural: a better knowledge of the different forms of heritage for the project leaders and the associated structures.

Beyond Hub-IN

- economic: easier access to data on historical heritage for the population and businesses in the area. Rehabilitation of places along the route for the installation of future economic activities.
- social: the valorisation and sharing of stories and popular heritage linked to the life of the inhabitants with the population and the companies of the territory.
- environmental: a better protection of the green and blue heritage of the agglomeration and a renewed link between citizens and the nature of everyday life, in particular with the urban rivers.
- cultural: a better knowledge of the different forms of heritage for the population and the companies of the territory.

STAKEHOLDERS TO BE INVOLVED

MT Agency, GrandAngoulême, associations, local scholars :

- **MT Agency:** bibliographic and field research, cartographic inventories... the agency manages the georeferenced database via the GIS and its sharing.
- **GrandAngoulême:** assists the agency in the search for data
- **Local associations:** share their knowledge and views on the city
- **Local scholars:** share their knowledge.

KEY RESOURCES REQUIRED

- Time (staff): 2 people from MT to coordinate,
- Financing: The Action will be funded through HUB-IN funds
- Space: The Action will be implemented in all the HUA
- Regulatory support: no particular issues.
- Tools : ArcGIS, GoogleMaps, Geotool.

TIMING

- The Action will be implemented between December 2022 to Spring 2024.
- This mapping is evolving and could be added to endlessly. However, the delivery target for the trail suggests that a sufficiently complete version of this mapping should be available by summer 2024.

GDPR

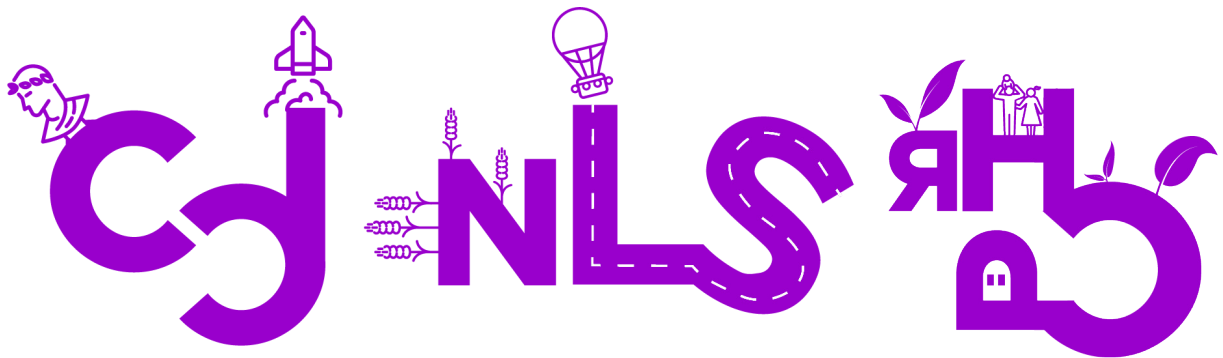
No personal data will be collected through the development of the framework.

POTENTIAL RISKS

- In seeking to access oral memory, there is a risk of conveying erroneous or inaccurate information. “Inhabitant memory” is subjective. This is both its advantage and its main drawback.
- Actions to mitigate the risks:
Information is rigorously checked by the project team and relevant experts.

2 >

Co-DESIGN a Metropolitan Trail as a framework for the “Caravane Creative Lab”



CITY MISSION

Mission 1: Promote cultural heritage and popular know-how at the local level to inhabitants and professionals

Mission 2: Encourage exchanges between local partners (professionals) and citizens through a new space for co-designed dialogue anchored in the territory

Mission 4: Develop a shared vision of the territory by 2050 based on a better knowledge of the territory by its economic actors and citizens

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COORDINATION

- Metropolitan Trails Agency
- GrandAngoulême Intercommunality

CONTEXT

GrandAngoulême has shown its willingness to commit to a Metropolitan Trail® approach since the French Capital of Culture bid in 2021. A Metropolitan Trail® is a walking itinerary that explores and invites new representations of urban spaces from everyday territories. They are at the crossroads of the worlds of art, culture, urban planning, mobility and sport. The first metropolitan trail to have an international echo was created in Marseille on the occasion of the European Capital of Culture "Marseille Provence 2013". There are now about fifteen completed hiking trails in the world and another 20 in the process of being created mostly in Europe but also in the USA, Mexico and India. Initially designed for metropolises with several million inhabitants, they have been developing for several years in medium-sized towns.

In order to meet GrandAngoulême's desire to fulfil its objectives (identified in the roadmap), the local authority plans to implement this metropolitan trail project and to use it as a basis for work for the local Creative and Cultural Industries and other actors present in the "Caravane Creative Lab". Indeed, the innovation hub is not attached to a building, a street or a district but to urban transects revealing the diversity of GrandAngoulême's heritage. These original itineraries are created collectively by the participants in the hub (coordinated by Agence MT).

Compared to other metropolitan trails in France and the world, Angoulême's is the only one to, on one hand, include so many actors from the Image sector and its derivatives and on the other hand, as integrated in HUB-IN project, that is going to invite them to set up innovative projects (action 4 "Open Call"). The emphasis placed on artistic productions and storytelling around heritage issues is a specificity of the GrandAngoulême project.

The metropolitan trail as a whole should be 120km long, as indicated in the feasibility study carried out between 2021 and 2022 by the MT agency.

DESCRIPTION

Designing a metropolitan trail requires a lot of back and forth between the map and the territory.

The feasibility study of the Metropolitan Trail carried out between 2021 and 2022 by the MT agency has enabled a first step forward: inventory of paths, marked or not, inventory of initiatives related to walking in GrandAngoulême, pre-spotting, organisation of a test walk with the public, proposal of a general shape of the future metropolitan trail, elaboration of a provisional planning of spotting.

The trail will then be created using and adapting the methodology recommended by the international network of metropolitan trails: step by step, scouting by scouting, the trail takes shape. For each stage of the future trail, there is about a month of work, exchanges and back and

forth. Main steps:

- definition of a first itinerary on Google Earth
- initial test by the MT Agency + meetings with local actors + on-site adjustments linked to problems of passage, searches for views, opportunities linked to on-site meetings, etc.
- creation of a second version of the itinerary (2nd version) on Google Earth
- organization of a collective scouting. Can be with the “Caravane Creative Lab” members and with the public on the occasion of the “voyages” which are open to everyone upon registration (not only members of the hub) : it will include improvised detours linked to the dynamics and suggestions of the group.
- rewriting the itinerary on Google Earth (3rd version)
- gathering the narrative elements of the stage on a logbook + sharing the itinerary with the participants.

According to this method, the Metropolitan Trail will gradually become clearer and reflect the suggestions and proposals of the stakeholders. When the suggestions for the route are retained for the final route, this should be mentioned. It should be possible to mention who is responsible for which part of the route. Indeed, it will be necessary to be able to present a number of partners as co-authors of the metropolitan trail.

At the end of the action, GrandAngoulême will have a Metropolitan Trail made up of 8 pieces which will then serve as a basis for the “Caravane Creative Lab” which can organise its monthly walks on these stages. Each stage can be walked at least once a year by the “Caravane Creative Lab”. It is thanks to these monthly walks that the lab can continue to exist.

Metropolitan trails are still few in number (about fifteen in the world) and are not replicable products, but rather projects that are reinvented in each territory according to the actors who support them and the territorial specifics. Even if the members of the network agreed in 2020 on common methodological principles, these principles emphasise the unique dimension of each project.

The specificity of the GrandAngoulême trail will be that it will be carried out in partnership with artists and image professionals and that, from the outset, it will be envisaged as a platform for creation and training, and for raising awareness of industrial, popular and vernacular heritage. Where metropolitan trails generally refrain from intervening in the territory, the GrandAngoulême metropolitan trail will look at and reflect on the challenges of urban regeneration and will point out the sectors at stake.

EXPECTED RESULTS

During Hub-IN

- economic: a better visibility for the economic actors located near the metropolitan trail
- social: a new offer of local walks for the inhabitants. A new vision of the territory and its possible futures.
- environmental: enhanced pedestrian continuity (soft mobility issue)
- cultural: new perceptions of the city by trail users

Beyond Hub-IN

- economic: increased use of the trail's surroundings with local economic spin-offs (cafés, restaurants, markets, hotels)
- social: metropolitan walking is a growing social practice
- environmental: a reduction in the share of car traffic for short journeys. Restoration of forgotten pedestrian continuities.
- cultural: the inhabitants and economic players know the agglomeration like the back of their hand.

STAKEHOLDERS TO BE INVOLVED

MT Agency, GrandAngoulême, ICC, associations, local scholars, artists :

- **MT Agency** organises the scouting: invitations, guides, itineraries, preliminary research, questionnaires, meetings with local actors along the itinerary, group management. Based on this work, the agency draws up the itinerary.
- **GrandAngoulême**: relaying the invitation, facilitating contacts in the area
- **Cultural and Creative Industries**: participation in the walks, relaying to members, students, etc. come to listen. Their presence structures the discussion. Some participate in archiving (Zai Zai Radio)
- **Local associations**: share their knowledge and views on the city
- **Local scholars**: share their knowledge
- **Artists**: come to listen and consider productions

KEY RESOURCES REQUIRED

- Time (staff): 2 people from MT to coordinate,
- Financing: The Action will be funded through HUB-IN funds
- Space: The Action will be implemented along the metropolitan trail (120 km...)
- Regulatory support: no particular issues

TIMING

The Action will be implemented between 2023 and 2024

The delivery of the trail is planned for the summer of 2024.

GDPR

No personal data will be collected through the development of the framework.

POTENTIAL RISKS**Potential risks**

- Local stakeholders may not get involved in the project
- Local stakeholders could become involved in the trail's construction, but not seek to link up with

the project as a whole, remaining in a very local dynamic. The trail would then be a link between “bubbles” that don't communicate.

Actions to mitigate the risks

- The project team meets local stakeholders one by one and spends time with them on site.
- The project team invites local stakeholders to take part in the scouting and to step outside their area of expertise. Everyone is invited to take part in a grand narrative of the territory on the scale of the conurbation, like pieces of a jigsaw puzzle.

3 >

Set up an itinerant hub of innovation: “Caravane Creative Lab”



CITY MISSION

Mission 2: Encourage exchanges between local partners (professionals) and citizens through a new space for co-designed dialogue anchored in the territory

Mission 3: To support professionals (particularly in the image sector) in designing projects that are more in tune with the territory, its history, its heritage and its possible futures.

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COORDINATION

- Metropolitan Trails Agency
- GrandAngoulême Intercommunality

CONTEXT

40 years ago, Angoulême bet on renewing itself through culture and the creative industries. This was initially achieved thanks to the Comic Strip Festival, then completed by the structuring of the Pôle Image, a structure working to structure a professional sector around the field of image (animation studios, schools, etc). Today, the region has about a hundred companies/associations specialising in the image, 15 superior schools and 1,200 students specialising in the image sector, 40 animation and video game studios, 29 comic book structures (and more than 300 authors), 10 digital image companies and 3 sound studios.

This real success story is the result of a major and lasting local political commitment. The Pôle Magélic (also called “Pôle Image”) has worked hard to establish schools and studios in former industrial wastelands in the region, thus rehabilitating old buildings. However, beyond the figures and the entrepreneurial dynamics, questions arise: what links between the structures of the Pôle Image? What links are there between these structures and the territory, on the historical, ecological, human or heritage levels? Is there a common platform for all these Image actors, from which to imagine projects shared with the local public? How can we avoid the “off-the-ground” aspect of this whole economic development approach around the Image sector? This is what the creation of the “Caravane Creative Lab” hub should address.

The “Caravane Creative Lab” will be an innovation hub built as a project platform open to all actors from the Cultural and Creative Industries as well as to all artistic collectives, cultural actors, local associations and finally to all citizens wishing to better understand their territory, its heritage, its historical and ecological issues and wishing to set up editorial, audiovisual or playful projects in phase with the territory and the times we live in.

Instead of meeting in a building, the hub will meet outside in the city. Instead of meeting statically, the hub will meet walking, on the move. These travelling meetings/workshops will create a unique working and meeting space that doesn't exist for the moment. The monthly group walk will be a new ritual for the stakeholders, a new space to create links. These collective days of walking through the territory allow members to share a convivial moment to discover different types of heritage elements and to meet selected actors and places. The objective is multiple: to meet potential partners for productions, to better know and understand the history and identity of the territory.

The “Caravane Creative Lab” is a hub of innovation inspired by the philosophy and methods implemented by the members of the international network of the Metropolitan Trails (horizontality, sense of place, popular education) by adding an entrepreneurial and professional training dimension and by animating the platform to the point of accompanying the members' productions: it is a question of offering the participants in the caravans the keys to conceive and implement projects and productions that make sense and to accompany them.

DESCRIPTION

The construction of the “Caravane Creative Lab” includes several stages:

- 1) **Develop and maintain a database of actors to be invited to the “Caravans”:** Artists, local associations, schools, Pôle Image, cultural institutions, local scholars, agents and elected officials of local authorities, foundations. This file has already been drafted in the feasibility study for the creation of the GrandAngoulême metropolitan trail (study carried out between 2021 and 2022 by the MT agency) and will be updated throughout the study.
- 2) **Conclude partnerships with these actors:** explain the approach, collect expectations, etc. in order to make these actors active members of the Lab. It is a question of concluding agreements with the heads of the various entities (schools, museums) and their management teams while directly inviting their audiences/beneficiaries (students, artists, authors, etc.). From the top and from the bottom.
- 3) **Organise regular “Caravanes” walks to make them a new shared ritual.** These collective walks take place once a month, once on a Friday and once on a Saturday, so that guests can come in their free time or in their working time, depending on their schedule. Access is by invitation. Only people on the roster are invited. However, any person can ask to be registered by explaining their request. A day-long “Caravane” allows the participants to explore a 10 to 15 kilometre itinerary, stopping at about ten places that, when put together, reveal a heritage dimension of the territory. These moments are also an invitation to reflect collectively on the challenges of urban regeneration and the means to achieve it.
The caravans are organised along carefully prepared itineraries. They can be :
 - During the creation of the trail (December 2022 - summer 2024): scoutings of the future metropolitan trail of GrandAngoulême (action 2).
 - At any time during the project and beyond: off-series walks on specific sectors, not directly linked to the metropolitan trail: sub-catchment area of a river, zoom on a particular neighbourhood, survey on a former train line...
 - After the inauguration of the metropolitan trail: along the 8 stages of the trail. The Hub is to meet each month at a stage of the metropolitan trail. As the membership changes and renews itself, it is a new experience for many of the members each time.
- 4) **Set up the conditions for the sustainability of the HUB:** build a shared governance with the partners (see Technical Committee and Steering Committee). Both the local elected representatives and the partners must be involved in the project and support the creation of a dedicated association if an existing structure does not appear to have the vocation to carry the project beyond HUB-IN. Thanks to the existence of the metropolitan trail, the hub can easily meet every month on one of the stages of the trail.

It will also be a matter of setting up a membership system, drafting a charter and putting the site www.caravane-creativelab.org + group/facebook page/Linkedin, logo, etc. on line as time goes by. This action should eventually give birth to a dedicated association under the 1901 law with a shared governance between the community and civil society.

EXPECTED RESULTS

During Hub-IN

- economic: new professional contacts for participants and seeds for future projects
- social: personal links between associations, citizens and economic actors
- environmental: a positive valorisation of walking in the city and a change of practice for the participants.
- cultural: new knowledge for local actors about places and their heritage dimension.

Beyond Hub-IN

- economic: new skills for professionals
- social: better cohesion between associations, citizens and professionals
- environmental: a positive valorisation of walking in the city and an evolution of practices beyond the “Caravane” participants.
- cultural: a better knowledge of the historical heritage by local actors

STAKEHOLDERS TO BE INVOLVED

MT Agency, GrandAngoulême, ICC, associations, local scholars, artists...

- **MT Agency** organises the scouting: invitations, guides, itineraries, preliminary research, questionnaires, meetings with local actors along the route, management of the group. It is the “caravan” that unites the community around the trail project
- **GrandAngoulême**: sending the invitation, facilitating contacts in the area
- **Cultural and Creative Industries, local associations, local scholars, artists**: participation in the walks, suggestion of new entrants (relaying to everyone's network).

KEY RESOURCES REQUIRED

- Time (staff): 2 people from MT to coordinate,
- Financing: The Action will be funded through HUB-IN funds
- Space: The Action will be implemented in the HUA and its pilot areas + other parts of - GrandAngoulême if necessary/interesting to do it to fulfil the goals.
- Regulatory support: no particular issues

TIMING

- The Action will be implemented between 2023 and 2024.
- The community and this new partnership space constituted by the project must keep existing in the time.

GDPR

No personal data will be collected through the development of the framework.

POTENTIAL RISKS

Potential risks

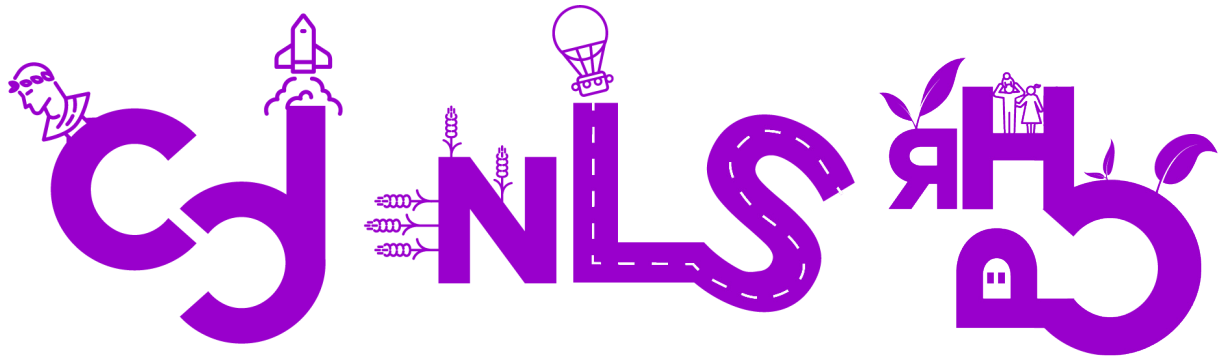
time spent on the caravans is unpaid, and participants come of their own free will, on their own time or their working time (if they can justify it). There is a potential risk that partners won't be able to free up their time, or won't immediately see the professional benefits of taking part in these joint events.

Actions to mitigate the risks

The project team meets the stakeholders one by one, and highlights the benefits of taking part in the caravans, drawing on previous examples: Sentier du Grand Paris, GR2013. It is also a question of highlighting some points identified in the roadmap, i.e. the lack of common space between all these stakeholders (an observation not always recognized by all partners). In fact, it's not enough to send out a newsletter; it is needed to spend time face-to-face with local partners. The project team also encourages caravan members to spread the word. Word-of-mouth being the most effective channel.



Create and run an entrepreneurs hip/artist open call to raise awareness about cultural heritage (transmedia)



CITY MISSION

Mission 3: To support professionals (particularly in the image sector) in designing projects that are more in tune with the territory, its history, its heritage and its possible futures.

Mission 4: Develop a shared vision of the territory by 2050 based on a better knowledge of the territory by its economic actors and citizens

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COORDINATION

- GrandAngoulême Intercommunality
- MT Agency

CONTEXT

GrandAngoulême has many professionals in the field of image (schools, animation studios, comic strip authors) whose job is ultimately to tell stories. However, these actors do not have sufficient incentives or platforms to invest time in engaging with local heritage, or amplifying its presence through its exploitation in creative media. Moreover, we know that Angoulême has been able to rebound thanks to the comic strip festival, which is initially a popular art.

By inviting local actors, and in particular artists, to make proposals, we take advantage of the talents implanted in the territory to make the public aware of the heritages.

For some years now, the “Transmedia” approach has been developing at an international level. The transmedia approach consists of coupling formats that are, at first sight, distant from each other in order to build a coherent and multi-platform educational journey. For example, an escape game that gives access to an exhibition from which one is directed to a book that gives access to podcasts, all of which builds a rich educational journey that can potentially reach more and better audiences. The selection of candidates should allow for a variety of media and overall consistency in this transmedia approach.

The call for projects will be aimed primarily at members of the “Caravane Creative Lab” and will be intended to raise awareness of heritage issues among the territory's inhabitants and businesses. The various proposals received will not only allow for a better understanding of the history of the city, but will also make the target audience ambassadors and defenders of this heritage. Finally, it is a question of using these media to provide the necessary elements to think about the future of the territory.

The actors who will respond to this call for projects are not necessarily trained today in these questions. They will learn from the caravans and transmit to the public a potentially subjective and embodied point of view on the historical heritage, in a travelling vision.

DESCRIPTION

First OPEN CALL (2023)

1) To raise awareness among local actors of the future publication of the open call.

A presentation was made on 29 September 2022 to the “culture” working group, which included local associations and Pôle Image actors. Individual interviews were carried out with local artists, as soon as the feasibility study was carried out, mentioning the future publication of the open call and inviting these actors to think about potential productions/work areas.

2) Draft the open call. (april 2023)

How many orders? For what amounts? Should priority be given to specific geographical areas?

The terms of reference should specify these technical aspects and specify the ambition linked to the enhancement of the historical heritage.

3) Publish the open call according to the procedures in force. (may 2023)

4) Receive and evaluate the applications according to a pre-established scale (june-july 2023)

5) To accompany the project leaders in the realisation of their action (jul-nov 2023)

6) Measure impacts of the action.

Second OPEN CALL (2024)

Same development starting earlier in the year in order to have a final delivery of the works in May 2024.

EXPECTED RESULTS

During HUB-IN

- economic: artistic projects are funded, local talent is promoted and made visible
- social: proposals that touch the public and invite them to change their practices
- environmental : places, biotopes, enhanced, mediated, told by the candidates during the presentation of their work
- cultural: proposals that touch the public and make them aware of the themes of the historical heritage.

Beyond HUB-IN

- economic: proposals that are sustainable and can lead to future commissions and investments.
- social: places that gain in frequentation after a phase of oblivion
- environmental: places and biotopes that are sustainably enhanced, mediated and told through the work of the candidates
- cultural: a population that is more aware of and more conscious of the issues linked to historical heritage.

STAKEHOLDERS TO BE INVOLVED

MT Agency, GrandAngoulême, ICC, artists

- GrandAngoulême: elaborates, writes and distributes the open call. Receives applications, organises the selection jury.
- MT Agency: accompanies GrandAngoulême in the preparation of the open call, distributes the open call, participates in the selection jury
- Cultural and Creative Industries: relay and respond to the open call, some members participate in the selection jury
- Artists: relay and respond to the open call

KEY RESOURCES REQUIRED

- Time (staff): 2 people from GrandAngoulême to coordinate + 2 people from MT Agency.
- Financing: The Action will be funded through HUB-IN funds

- Space: The Action will be implemented along the metropolitan trail (120 km)
- Regulatory support: no particular issues

TIMING

First CALL

- april 23: writing of the open call
- may 23: publication
- june 23: receiving proposals, evaluation and selection
- july-nov23: realisation of the actions
- nov23: public event/exhibition/launching of the second call.

Second CALL

- nov23: publication
- dec23: receiving proposals
- feb24: evaluation and selection
- mar-june24: realisation of the actions.

July-August: Impact evaluation

GDPR

No personal data will be collected through the development of the framework.

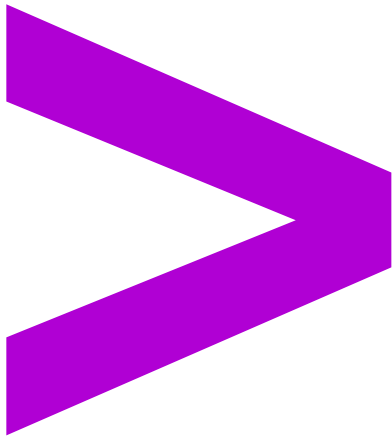
POTENTIAL RISKS

Potential risks

- risk of having too few responses
- risk of responses that are too far out of what we expect

Actions to mitigate the risks

Support candidates in their work process. Organize joint physical events (walks, inaugural seminar, etc.).



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



<https://hubin-project.eu>

Branding and Communication of the Grand Angoulême HUB

The tone used with the stakeholders will have to correspond to the ambition of the project: an inclusive hub, open to anyone wishing to contribute and engage in a collective and field adventure.

The GrandAngoulême HUB's cardinal values are horizontality and conviviality. Indeed, the hub meets outdoors, on the move, i.e. in a setting that does not at first glance allow one to distinguish an independent artist from a school headmaster or an elected official of the territory. Communication should promote this state of mind.

The word to avoid is “exploration” or “expedition”. Indeed, this term, which sometimes comes up spontaneously in the mouths of participants, refers to the colonial imagination of explorations of “terra incognita”, i.e. lands inhabited by “indigenous people”. These terms de facto place the walker in an unbalanced position in relation to the inhabitants he will meet and talk to.

The following terms are preferable:

- “urban promenade”, which refers to the work of Yves Clerget in the 1990s with the Centre Pompidou in Paris and to the universe of “popular education” claimed at the time (cf. Paolo Freire).
- “métropolitan hike”, which emphasises the cultural clash between, on the one hand, the world of hiking, which is very well known and has its own codes, vocabulary, etc., and, on the other hand, the world of

urbanism and conurbations.

- “Caravane”, a Caravane being in the jargon of the metropolitan trails, a day of collective walking for artists, authors, researchers etc... This term refers to the notion of itinerancy, like a Caravane of travellers.
- “Voyage”, a metropolitan voyage being (also in the jargon of the metropolitan trails) a collective day of discovery open to the general public, both a guided walk and a collective experience of (re)discovery of a territory, whether one lives there or not.

In the time of the Hub In project, communication will focus on local partners as Hub members : artists, associations, businesses. Most of the activities are dedicated to them so the communication strategy will focus on this (a little bit more B2B than B2C). The communication must help attract and look trustful to local stakeholders.

The public events will be presented as preview visits until the inauguration of the metropolitan trail in summer 2024.

INTRODUCING THE HUB TO THE LOCAL COMMUNITY AND STAKEHOLDERS

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
presentation to the elected working group	GrandAngouleme representatives	The Hub-In project was presented to the Culture working group, which brought together elected representatives from the various communes of GrandAngoulême and was discussed by its members. The objective: that the local councillors be relays, ambassadors of the hub project within their territory.	8th dec 21
GrandAngouleme walk	GrandAngouleme team	A half-day walk with the agents of GrandAngouleme and some elected officials in order to have a real overview of the future walks of the "Caravane creative lab".	april 2022
Public walk	general audience	On the occasion of the opening of the exhibition "Art of the Metropolitan Pathways", 2 public walks were organised to raise awareness of the arrival of this new space, the "Caravane Creative Lab" lhub. These 2 walks allowed to open the door of the Lab to unknown people too.	may 2022
Conference	general audience stakeholders	At the Bêta, a cultural third place located a stone's throw from the Alpha media library, an evening conference to talk about the birth of the Caravane Creative Lab and answer questions from the public and local associations.	may 2022
interviews	Image sector associations, inhabitants	Maison des auteurs, Pôle Image schools, Musée du papier, Musée de la BD, independent or collective artists, environmental associations, local media, local scholars... some 30 bilateral meetings were held to present the Hubin project to the local partners and to consider areas for cooperation.	aug22-feb23
presentation at partner meetings	CCI	The hub project was presented to all the partner structures on 29 September 2022 at the Espace Matisse in Soyaux.	29th sept 22

INFORMING, CONTRIBUTING AND TAKING PART TO HUB'S ACTIVITIES

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Outdoor Exhibition	Image Sector cultural association general audience	In 2020, the Pavillon de l'Arsenal in Paris is devoting an exhibition to the Metropolitan trails approach, the result of a meeting between different actors in Europe and then recently constituted as an international network. This exhibition reveals the common points and singularities between these different innovative and still quite recent approaches throughout the world (Marseille, Milan, Paris, London...) The exhibition was hosted (in its travelling version) during the 3 months of summer 2022 on the square of the Alpha media library in Angoulême. It was a way of introducing the idea of considering GrandAngoulême conurbation as a base for an innovation hub.	may-august 2022
mail to the partners / members of the hub	stakeholders	About one month before each caravan, the members of the "Caravane Creative Lab" receive an invitation by email (pdf containing the elements of the day and practical information).	since dec23 one month before each session
facebook group + website	stakeholders	To offer a virtual discussion space between the partners/members of the hub, we will create a closed facebook group. In addition, a website is being designed with a developer to report on the progress of the work, with a contact address for anyone wishing to get closer to the network.	since june23

PROMOTING THE VALUES OF THE HUB

Action	VALUE PROMOTED	MAIN BRAND OBJECTIVE TARGETED	DESCRIPTION
Investigating and Mapping the historical heritage to reveal the sense of the place	Connecting the past and the present to imagine the future	<ul style="list-style-type: none"> - Promoting a shared heritage culture - Revealing the narrative potential of Grand Angoulême as a historical region 	-
Co-DESIGN a Metropolitan Trail as a framework for the Caravane Creative Lab	<ul style="list-style-type: none"> - Inclusive and accessible, people centric and heritage oriented - Creative - Sustainable 	About one month before each caravan, the members of the "Caravane Creative Lab" receive an invitation by email (pdf containing the elements of the day and practical information).	-
Set up an itinerant hub of innovation : "Caravane Creative Lab"	<ul style="list-style-type: none"> - Inclusive and accessible - Horizontal, Convivial, informal - Multidisciplinary 	<ul style="list-style-type: none"> - Promote GrandAngoulême as a creative urban area in which local stakeholders cooperate - Promote GrandAngoulême as an urban area open to new talents, where people can talk easily and share ideas 	-
Create and run an entrepreneurship/artist open call to raise awareness about cultural heritage (transmedia)	<ul style="list-style-type: none"> - Inclusive and accessible - Connecting the past and the present to imagine the future - Multidisciplinary 	<ul style="list-style-type: none"> - Promote GrandAngoulême as an innovative territory wishing to support talents. - GrandAngoulême as an urban area that promotes imagination and visions of artists to investigate its futures. 	-



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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 869429