



HUB-IN

Lisboa

Hub of Innovation



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Action Plan 2023

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ABOUT HUB-IN:

Mission

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

Vision

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

THE CONSORTIUM BEHIND HUB-IN



Δήμος Νίκος
Nicosia Municipality



Belfast
City Council



Cyprus
Energy
Agency



HUB-IN Lisboa - Colina do Castelo aligns with the policies of innovation, climate action and urban regeneration of the city of Lisbon. Adopting an innovative approach guided by missions rather than sector interventions, the HUB-IN Lisboa - Colina do Castelo will be a brand of identity and revitalization of the seven historic neighbourhoods included within Colina do Castelo - Alfama, Mouraria, Intendente, São Vicente, Graça, Castelo and Sé.

HUB-IN Lisboa - Colina do Castelo takes advantage of all existing resources that are part of the city's strategic objectives for entrepreneurship, innovation and cultural heritage, providing a meeting point and a living network for experimentation and support for new solutions for the territory. With this Action Plan we intend to empower communities through cooperation with multicultural and intergenerational exchanges, promoting the well-being of the communities, supporting solutions to their problems, needs, and dreams and facilitating the concentration and exchange of knowledge.

Diogo Moura

Lisbon City Councilor

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Background

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

Together, the eight HUBs of innovation and entrepreneurship - i.e. the eight “HUB-IN Places” - and the 30 Actions that will be implemented in the partner cities are expected to contribute to the transformation of HUAs and their cultural landscapes both in the pilot cities and more widely across Europe and beyond. The actions will act as a catalyst

to help reverse trends of abandonment and neglect of historic heritage; boost heritage and culture-relevant innovation, creativity and entrepreneurship; create new job opportunities and skills in the cultural, creative, and clean manufacturing sectors and facilitate the development of new and tested regeneration blueprints for wider take up by other European HUAs.

The present document consists of the Action Plan for the city of Lisboa 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 Colina do Castelo (Castle Hill), the historical and cultural heart of the city, and in a large extend, the place that gives the city of Lisbon its unique characteristics and identity. A final section provides details as to how the 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)

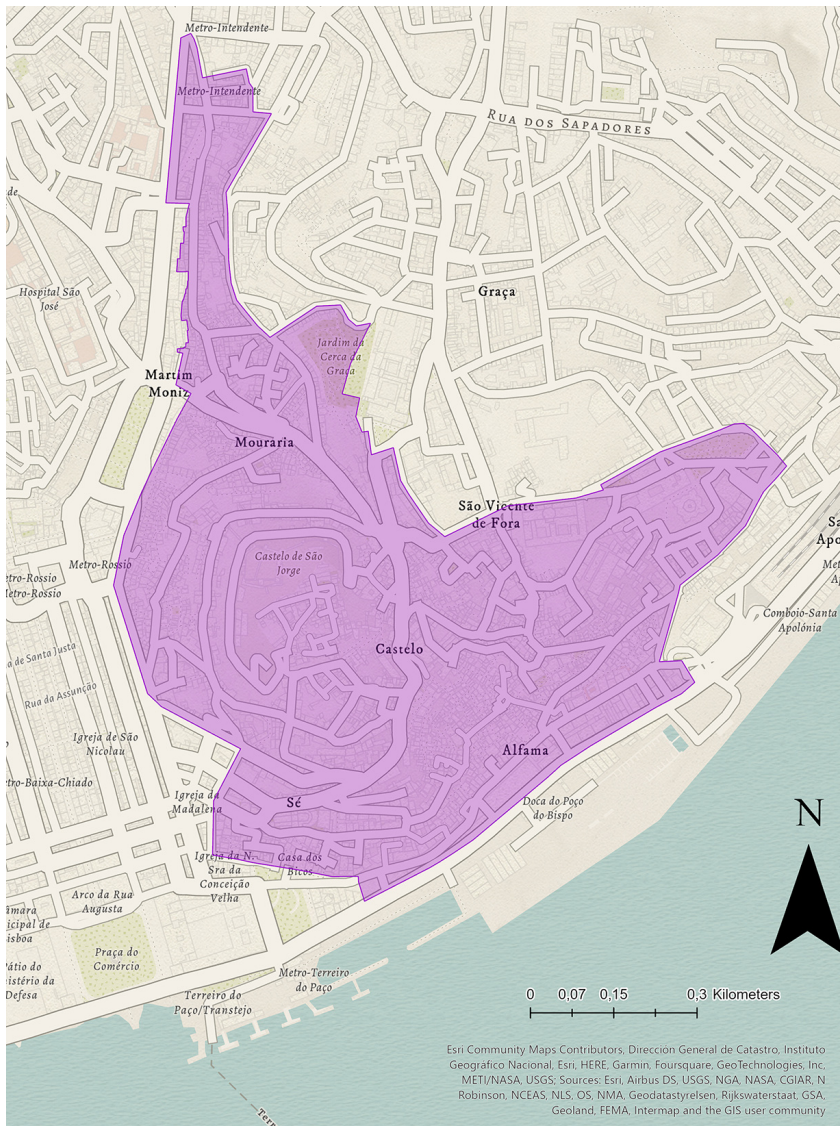
- Consumption and *prosuming*
- Living and mobility
- Health and wellbeing



Resilient & Human Connected Places (RHCP)

- Environmental Balance
- Empowering Communities
- Liveable and connected places

HUB-IN Place Lisbon's Colina do Castelo



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 Lisboa Action Plan

Lisbon is a city of culture and openness, where diverse cultures, languages, origins and religions meet and mix. It is also a heritage city, having submitted a comprehensive and integrated application under the Historic Urban Landscape approach (HUL) to become a UNESCO World Heritage site in 2016.

Located in Colina do Castelo (Castle Hill), an area that covers six very distinct neighbourhoods of the historical and cultural heart of the city, the ambition is for the Lisbon Hub-In place to be recognised as **HUB-IN Lisboa - Colina do Castelo**. This popular area hosts the famous Castle of Saint George and integrates the territories of the city's foundation. As this area is, to a large extent, the one that gives the city of Lisbon its unique characteristics and identity, its cultural-led urban regeneration is vital for the sustainable development of the whole city.

One of the most striking aspects of the area is the loss of population over time. Between 1950 and 2011, the pilot area lost more than 50% of its residents. Castelo and Sé are the neighbourhoods with the highest abandonment rate (more than 70%). More recently, the censuses for 2021 show a sharp decrease in the number of residents in the parish of Santa Maria Maior (22% decrease) and São Vicente (9.4% decrease) compared to 2011. In Colina do Castelo, the significant reduction in the number of residents has been accompanied by a continuous degradation of its built heritage. It was only in the very recent past that the revitalization of these neighbourhoods began to be evident, mostly as a result of changes in the Country's real

estate policy and the growth of tourist attractiveness. However, while this phenomenon resulted in an incentive to renovate buildings, it did not help with the retention of the resident population. To the contrary, many residents find themselves forced to leave the area to make way for temporary tourist accommodation and new hotel establishments. Although the arrival of some foreign migrants has brought multiculturalism to these neighbourhoods (especially in the Mouraria area), this phenomenon has not been enough to reverse depopulation trends in Colina.

Through a multi-method process of stakeholder and citizen engagement in the framework of the HUB-IN Lisboa - Colina do Castelo, a Roadmap for HUB-IN Lisboa - Colina do Castelo was produced in June 2022, which set the basis and the background for the emergence of the Actions reflected in this Action Plan (2022-2024). The Roadmap presents as guidelines the **Vision** defined for the HUB-IN Lisboa - Colina do Castelo: *“to be an engine of transformation for the sustainability and well-being of the communities, through the sharing and convergence of innovation and traditions”*.

The main objective of HUB-IN Lisboa - Colina do Castelo is to facilitate and promote the development of a more entrepreneurial, innovative and creative local community, while simultaneously preserving the intrinsic characteristics and cultural identity of the area. It is also relevant for the Hub to operationalize actions

that leverage a positive evolution of the local economy towards the adoption of circular economic models, as well as for urban planning and heritage management policies. These approaches will contribute to increasing the resilience and adaptation of the Hill to climate change challenges.

Colina do Castelo Hub incorporates the following “pillars” in its own DNA:

- Safeguarding cultural heritage;
- Enhancing inclusivity and diversity;
- Promoting sustainable and regenerative use of resources;
- Strengthening territorial sustainability;
- Improving digital and human connectivity.

The current Action Plan aims to implement the strategic framework laid out in the Roadmap and Vision, with the goal of promoting and expanding the innovative community and local businesses, rooted in the historical and cultural past of these neighbourhoods, and simultaneously contribute to reverse trends of abandonment by the local inhabitants.

The Action Plan targets existing endogenous efforts and resources towards the successful implementation of new projects, products or services capable of demonstrating potential for change and innovation in the territory. It is expected to contribute to respond to the following challenges for this HUA:

- Regeneration of the HUA's socio-economic fabric
- Promotion of creativity and innovation in local economy activities;
- Improve wellbeing in the daily life of the locals;
- Retain the resident population;
- Reuse and adapt outdoor spaces;
- Promote cohesion among community citizens;
- Improve ecological and social resilience;
- Promote sustainable tourism.

The Action Plan for HUB-IN Lisboa - Colina do Castelo encompasses four meaningful and articulated actions following a common logic of “knowing, connecting, enhancing, experimenting and igniting”. The HUB-IN Lisbon Team aims to set up the Colina do Castelo Hub by stimulating a new creative community, facilitating the emergence of synergies between its elements, and activating opportunities to spark that innovation. This will occur from putting in action a set of “key-triggers” to attract and foster innovation such as incubation and acceleration programs, supporting tools, experimentation processes and the use of physical spaces with heritage value (including vacant spaces or spaces with unoptimized use).

The four actions also aim to test services and programs that can be replicated and improved, ensuring the continuity of stakeholders’ engagement and the feasibility of the hub in the mid-term.

Moreover, the four actions are completely aligned with the overall objectives of the HUB-IN Project, as well as with UNESCO recommendations for historic urban landscapes (promoting Historic Neighbourhoods as a unique and integral part of the world's diversity through the combination of history, culture, nature and heritage).

Action 1 “Ignite the Hill - Building an Entrepreneurship and Innovation network in Colina do Castelo” maps projects, entrepreneurs, businesses and spaces in a dynamic platform using the GeoTool developed within the HUB-IN Project, in order to create an innovation community. This will be consolidated through the development of networking activities and by valorizing the projects that are best aligned to the objectives and missions of HUB-IN with a dedicated Stamp of Approval. The subsequent three actions will play essential

roles in making the network interesting for the community, as they will give consistency and visibility to the network and provide a set of benefits and opportunities for the stakeholders applying for the Stamp.

Action 2 “De-Incubator - decentralised & dematerialized incubator for innovative projects” aims to implement an acceleration program to create solutions to the challenges raised in the Roadmap that will have an impact on cultural, creative, social and environmental domains. The terms “decentralised” & “dematerialized” relate to the fact that it will be a “hybrid” incubator - companies won't have to be physically installed in Mouraria Creative Hub (CIM) to benefit from the mentoring program. The open call will have as its primary target audience the people living or working in Colina do Castelo and will also give priority to the stakeholders joining the network created in Action 1. The aim is to encourage entrepreneurship in the areas and change the economic and social dynamics especially through job creation and talent attraction.

Action 3 “Colina do Castelo Pop Up Space: a multifunctional space for Lisbon's creative & sustainable urban regeneration solutions” is the window of the network and the open house for the HUB-IN community, promising to be one of the “main attractions” of the Hub. To be located in a historical building owned by the Municipality, with features reflecting the different architectural periods of the history of the city, it will become a multifunctional space to support creative activities developed within HUB-IN, including a pop-up store, for temporary exhibitions and project's showcases.

Action 4 “Sprout Tank: Experimentation for a circular and climate neutral Colina do Castelo” seeks to create a knowledge-sharing community over Climate Neutral Historical

Neighbourhoods and a Program for pilots and experimental activities. Building on Actions 1, 2 and 3, it will deepen the relations with the broader innovation community, bringing knowledge and innovation from outside Colina do Castelo to solve local challenges of climate resilience in historical areas and connect with initiatives and networks that can enhance the value of the Hub, enrich its activities and ensure continuity beyond the Action Plan.

The development of networks is key to shape the outcomes and impacts of the Action Plan and thus activate and involve different types of stakeholders and the local community. Entities linked to local businesses and creative industries will be activated through a network of innovators and entrepreneurs (Action 1). A portfolio of owners of unoccupied or under-occupied spaces will be created to create possible matches with new sustainable uses, and a knowledge sharing community over Climate Neutral Historical Neighbourhoods will be leveraged, with experts from academia, the public and private sectors for mentoring and counselling (Action 4). The Group of Fellows from Colina do Castelo, envisaged as part of the organisational model and governance of the Hub, will allow for the building of a connection with citizens, residents, workers and visitors of the area. The branding and identity of the HUB will be developed with the purpose to target different audiences with specific approaches and adequate content and thus activate the HUB-IN Lisboa - Colina do Castelo.

Since the launch of the HUB-IN project, efforts have been made to create synergies with third party projects by embracing several initiatives with different partnerships, networks and financial resources related with the project goals and with Lisbon's HUA. These also have an important role in the

impacts generated and on the continuity of the project in the long term, since it is expected that the Hub will allow for new possibilities and synergies to emerge from the partnerships and work developed, and that other projects such as these can continue to grow. Recent partnerships focusing on the HUB-IN pilot area include the C40 Network “Students Reinventing Cities” Challenge and the Infrablue project funded by the Creative Europe Program.

The affirmation of the HUB-IN Lisboa - Colina do Castelo as a strategic node in the innovation ecosystem of Castle Hill also depends on the affirmation of the Hub as a brand linked to the identity of its neighbourhoods. To address this, the Branding and Communication section of the Action Plan presents the main activities to be developed to promote the HUB and affirm the HUB-IN Lisboa - Colina do Castelo brand.

In short, **HUB-IN Lisboa - Colina do Castelo paves the way for building a permanent, value-added foundation in the innovation ecosystem of Castle Hill, with a strong community and business focus to facilitate and create conditions for revitalising the place and their cultural heritage.**

The Lisboa Hub

It is fundamental to create organisational conditions that can guarantee the confidence of stakeholders and the future exploitation of the local hub. To this aim, this section presents an evolutionary organisation model for HUB-IN Lisboa - Colina do Castelo, structured around a first testing phase (2022- 2024) followed by a second phase of implementation beyond the time frame of the HUB-IN project. HUB-IN Lisboa - Colina do Castelo will focus on a holistic approach in order to maintain the organic evolution of Lisbon's Historic Urban Area and address the three missions designed in the HUB-IN Lisbon Roadmap, promoting co-creation between private, public and community stakeholders.

The main objective of sparking regeneration while preserving the place's unique cultural and social identity will be achieved through the creation of an entrepreneurial ecosystem of stakeholders built on physical and digital infrastructures.

The main physical space for the Hub will be the Centro de Inovação da Mouraria (Mouraria Innovation Centre or CIM), a municipal incubator for the cultural and creative industries located right in the heart of Mouraria. HUB-IN will help pollinate the creative industries to other areas of the HUA, linking up to other physical spaces and activities (e.g. linking shopkeepers with designers) as well as initiatives, and combining heritage and innovation. One of these other spaces will be the “Colina do Castelo Pop Up Space” (Action 3) in Norberto de Araújo street. Due to its location in one of the busiest tourist routes, this small space will play an important role showcasing urban regeneration. It will be the Open House for the HUB-IN community; a multifunctional space to support the creative

activities developed in the HUB-IN area. All these activities and spaces will be digitally connected through HUB-IN GeoTool functioning as a georeferenced guide to the local network and a way of boosting the brand and identity of HUB-IN Lisboa - Colina do Castelo. This will enable the Colina do Castelo Hub to be more than just a tangible infrastructure; instead, the hub will work as the conductor of a living, sustainable ecosystem, a knowledge-based web of connections.

The physical footprint of Lisboa's HUA welcomes visitors and invites them to get lost in its narrow alleys and search for new viewpoints. Similarly, HUB-IN Lisboa - Colina do Castelo will engage its stakeholders in a journey where they can discover new approaches through experimentation and knowledge-exchange, reinforcing the open innovation and entrepreneurial spirit that is inherent to a vibrant living city.

The development of a robust governance model for HUB-IN Lisboa - Colina do Castelo aims to ensure the long-term strategy defined in the HUB-IN Lisboa - Colina do Castelo Roadmap. For the long-term operation of the Hub, it is necessary to find new funding models, consolidate public-private partnerships that can support the development of new initiatives and services, and ensure a governance model shared by local communities and stakeholders. The robustness and transparency of the governance model will increase the confidence, level of engagement and participation of stakeholders, thus creating better conditions for the viability of the hub. The communication strategy and place branding are therefore key tools for the successful implementation of the Hub's governance model.

To do this, HUB-IN Lisboa - Colina do Castelo will develop an evolutionary organisational model structured in two phases. The first phase will be developed during the HUB-IN project period and aims to serve as a testbed for a more consolidated organisational and governance model to be implemented during the HUB-IN Lisboa - Colina do Castelo exploitation phase.

During the time frame of HUB-IN project, the organisational model will have the following composition (figure 1):

Management Board (MB)

This will be a decision-making body that comprises the Municipality of Lisbon and Lisboa E-Nova. This board will be responsible for creating the conditions to test the HUB during the time frame of the project as well as creating the foundations for a mid to long term run of the hub. With these two purposes, the MB will have the following main responsibilities:

- Ensure consistency between the medium-term objectives set out in Lisbon's HUB-IN Roadmap and the implementation of the

Action Plan;

- Liaise and create synergies with other national and international Historic Urban Areas;
- Explore new partnerships and financially leverage new opportunities and initiatives that ensure the continuity of HUB-IN Lisboa - Colina do Castelo beyond the period of the HUB-IN project;
- Supervise and monitor the HUB-IN Colina do Castelo objectives and milestones;
- Support and control the financial, organisational and administrative aspects;
- Ensure that all the collected data and datasets made available by HUB-IN Lisboa - Colina do Castelo respect all the requirements and legislation (e.g. GDPR);
- Ensure implementation of the communication and dissemination plan;
- Define and assure the implementation of a future evaluation process of HUB-IN Lisboa - Colina do Castelo performance and impact.
- Create a Development Plan for HUB-IN Colina do Castelo for the period 2024-2026 that will include among other elements a more consolidated organisational and governance model.

Table 1 - HUB-IN Lisboa - Colina do Castelo managing board composition

Name	Entity	Role
Ana Sofia Anibal	Municipality of Lisbon - DMEI	HUB-IN Lisboa - Colina do Castelo Coordinator
Vera Gregório	Lisboa E- Nova	HUB-IN Lisboa - Colina do Castelo Coordinator
Susana Paulo	Municipality of Lisbon - DMEI	Mission Lead / Action manager
Victor Vieira	Lisboa E- Nova	Mission Lead / Action manager
Diana Henriques	Lisboa E- Nova	Mission Lead / Action manager
Sara Freitas	Lisboa E- Nova	Mission Lead / Action manager
Susy Silva	Municipality of Lisbon - DMEI	Mission Lead / Action manager
Rosário Pedrosa	Municipality of Lisbon - CIM Mouraria	Operational link with CIM Mouraria
André Martins	Municipality of Lisbon - Fab Lab	Operational link with Fab Lab
Mariana Cunha	Municipality of Lisbon - DMEI	Project manager / Action Manager

Advisory Committee (AC)

This advisory body will provide strategic support, scientific advice and technical expertise in several fields, such as priority areas of intervention covered by the Roadmap's three missions, monitoring and new fundraising. The AC will also contribute to foster synergies with other local, national and international projects and programs in order to contribute to the mid-term growth and consolidation of the HUB-IN Lisboa - Colina do Castelo. This support body will be chaired by the MB coordinators and will be composed by one representative of Lisboa E-Nova and CML-DMEI, one representative of each parish with authority in territory, the three Missions' Lead and a selected group of strategic key experts. This group of experts will be reviewed on a periodic basis of 6 months and according to the development of the Hub and their needs, and are expected to provide applied knowledge on cultural heritage, creative industries, climate action, innovation with social impact, entrepreneurial processes, new financing models, local community initiatives and urban planning. These key experts will also bridge the gap with other vertical areas within the municipality of Lisbon (e.g. urban planning, housing, mobility, culture, environment, etc), and the third sector, including among others local associations, academia, start-ups and other private entities to engage with. Both the Entrepreneurship and Innovation network in Colina do Castelo (Action 1) and the knowledge sharing community over Climate Neutral Historical Neighbourhoods (Action 4) will be, in a non-exclusive way, a potential source of experts to be used to identify members for the advisory committee.

Fellows of Colina do Castelo (FCC)

This should be a diverse group of individuals that share the same aspiration to create a more sustainable and liveable Colina do Castelo. It will be an informal and voluntary group that calls for the individual participation of citizens, whether they are residents, visitors or workers in the area. Individuals from FCC group will be often invited

to participate in several activities organised by HUB-IN Lisboa - Colina do Castelo. It will contribute to understanding citizens' needs through different types of collaborations, will regularly participate in co-design activities and will be involved in experimental initiatives and to provide relevant feedback to evaluate results and impact of HUB-IN Lisboa - Colina do Castelo. The engagement of the participating individuals will be done through the planned communication initiatives, making the most of the Hub's place branding techniques. Both the Entrepreneurship and Innovation network in Colina do Castelo (Action 1) and the knowledge sharing community over Climate Neutral Historical Neighbourhoods (Action 4) will be the main sources of recruitment of individuals willing to become fellows of the HUB-IN Lisboa - Colina do Castelo. FCC group, by spreading the word, will perform an important role of disseminating the activities to other neighbourhoods in Lisbon.

Missions in Action (MIA)

It is the team responsible for the operational management of HUB-IN Lisboa - Colina do Castelo Action Plan. Each Mission's Lead is responsible to ensure, in the short and mid-term, that the goals from the Missions are on track. It is also the responsibility of the Mission's Lead to work together to develop the Action Plan for the next biennium 2024-2026 and submit it to the MB for approval. The coordination of the implementation of the actions is the responsibility of the Action Manager. Each Mission's Lead will collaborate with MB and to identify public-partner partnerships to support the project's implementation.

HUB-IN Lisboa - Colina do Castelo Sponsors (Spo)

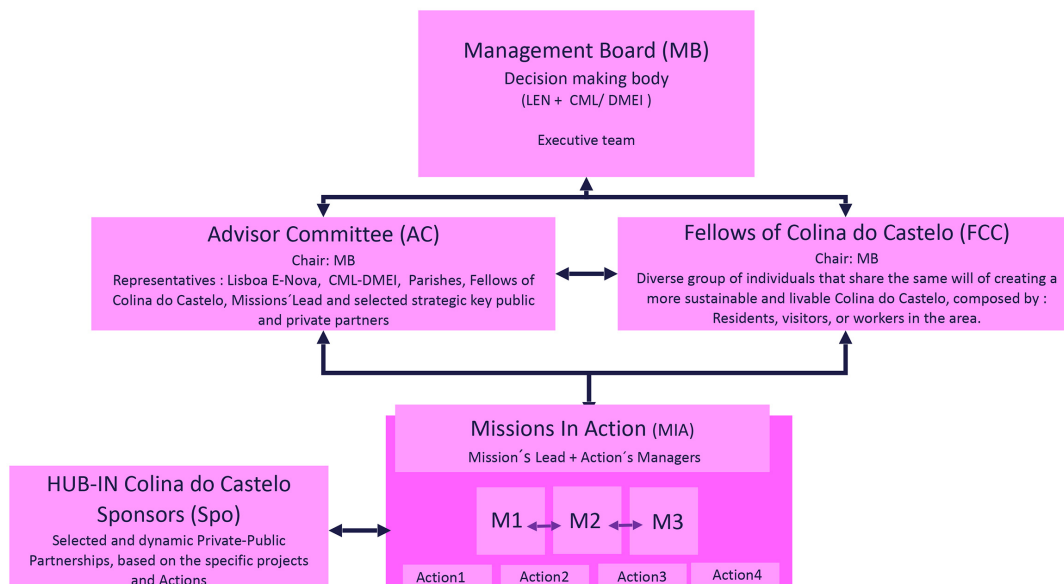
According to a program of actions oriented to future services provided by the hub, sponsors will be identified to support current actions or new actions. A Spo entity can be a public entity (e.g. CML), a private profit or non-profit entity, or a municipal company. It will be the sole or partial

beneficiary of an implemented action and will support its implementation by providing financial resources or an in-kind resource (e.g. technology, infrastructure, etc). Both the Entrepreneurship and Innovation network in Colina do Castelo (Action 1) and the knowledge sharing community over Climate Neutral Historical Neighbourhoods (Action 4), will be important sources of recruitment of sponsors.

The evolution of this first organisational model for the operation of the Hub depends on the

result of the work carried out until the first quarter of 2024. It is worth highlighting the need to create a dynamic and engaged AC, with the effective capacity to find new sources of funding, PP partnerships to be established and raising of Sponsors. Above all, the first phase of HUB-IN Lisboa - Colina do Castelo will test the ability to generate added value (social and economic) through a differentiated offer of services and solutions that contribute to the culture-led regeneration of Colina do Castelo.

ORGANIZATIONAL MODEL - COLINA DO CASTELO



CALENDAR FOR THE MAIN ACTIVITIES TO SET UP THE HUB-IN LISBOA - COLINA DO CASTELO

MoU subscription between CML and LEN for the establishment of HUB-IN Lisboa - Colina do Castelo.

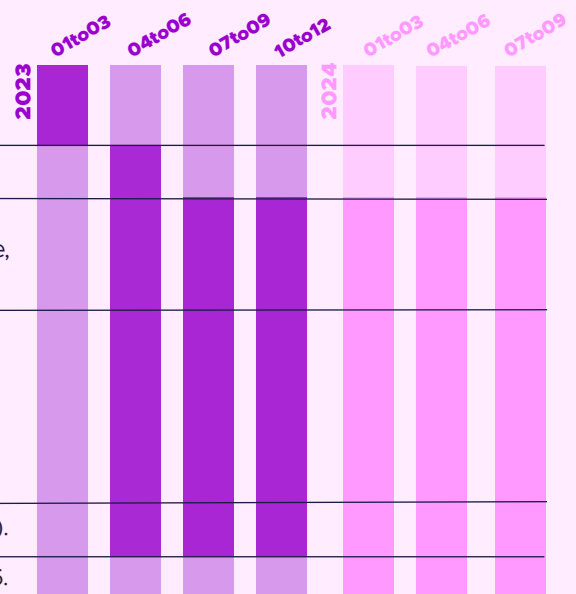
Constitution of the Advisor Committee and selection of their members.

Monthly periodic meetings with the Advisory Committee to link with the ongoing actions, create space of opportunities for exchange of knowledge, explore new potential oriented to service - actions initiatives.

Activation of the group Fellows of Colina do Castelo building upon several opportunities of engagement and communication initiatives throughout the implementation of the four actions. It is worth exploring the linkage with the Entrepreneurship and Innovation network in Colina do Castelo (Action1) and the knowledge sharing community over Climate Neutral Historical Neighbourhoods (Action 4).

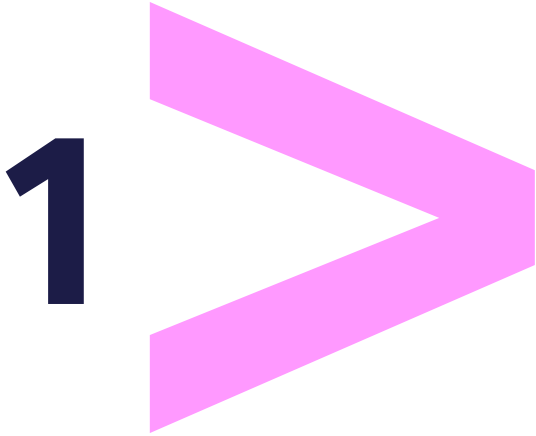
Set-up, and manage synergies with HUB-IN Lisboa - Colina do Castelo Sponsors).

Development Plan for HUB-IN Lisboa - Colina do Castelo for the period 2024-2026.

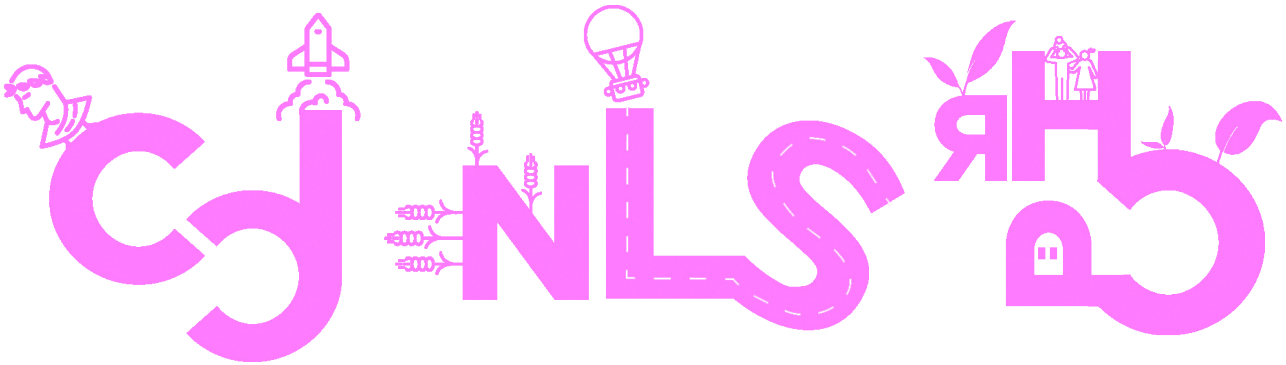


The Lisboa Actions

- 1**  **Ignite the Hill - Building an Entrepreneurship and Innovation network in Colina do Castelo**
- 2**  **De-Incubator” - “decentralised” & “dematerialized” incubator for innovative projects**
- 3**  **Colina do Castelo Pop Up Space: a multifunctional space for Lisbon’s creative & sustainable urban regeneration solutions**
- 4**  **“Sprout Tank”: Experimentation for a circular and climate neutral Colina do Castelo**



Ignite the Hill - Building an Entrepreneurship and Innovation network in Colina do Castelo



CITY MISSION

Mission 1: Promote a Circular Neighborhood by Valuing Cultural Heritage Based on Inclusion and Quality of Life, and Mission 2: Boost Creativity and Rethink Local Businesses to Improve the Economy and Safeguard Traditional Knowledge, and Mission 3: Promote Climate Action, Making it Compatible with the Cultural-Led Urban Regeneration of Colina do Castelo, Creating Better Living Conditions and Comfort for Local Communities

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COORDINATION

Municipality: Innovation Department / Mouraria Innovation Centre (coordination, promotion and implementation);

Lisboa E-Nova (implementation and support);

The Municipality Innovation Department and Lisboa E-Nova will have a leading role in activating this action especially in relation to the platform, first edition of the Match & Ignite event and creation of the advisory committee (see stages below).

CONTEXT

Colina do Castelo is the historical centre of Lisbon and the oldest part of the city. For the past 100 years, Colina do Castelo has simultaneously been inhabited by different actors interacting dynamically with each other, and marked by the abandonment of traditional local communities - this has resulted in a population loss of more than 50% compared to the rest of the city. The pursuit of better quality of life provided by larger spaces to work and live in, coupled with better and faster accessibility, led to the vacancy in residential and commercial spaces, thus leaving behind a poorer, less literate part of the local population. This tendency of abandonment contributed to a rent decrease that opened the door to the higher percentage of foreign population in the city. The vacant buildings, together with the parallel increase in tourism as a response to the economic crisis, contributed to more accentuated social isolation as the once residential area became characterised by touristic accommodations.

All these unbalancing factors are well known contributors to gentrification, mass tourism, urban poverty and social isolation. What can nowadays be found in the HUA are several isolated communities hardly interacting with each other due to cultural, social and economic barriers, with little knowledge of the local heritage.

The goal of Action 1 is to help break the barriers between these different communities and individuals in order to enable the emergence of a new single community aligned with the missions of HUB-IN, through the development of innovative solutions that might be turned into products and services, using local resources. It will do so by creating the fundamental basis of knowledge and communication.

Having a single coherent and communicative community that knows its values and makes use of its local resources, including culture and heritage, will play a decisive role in the emergence of a prosperous neighbourhood. Therefore Action 1 aims to generate a baseline from where the different communities will restart to work with each other. This foundation must be created with a strong involvement of the community/people and businesses, taking advantage of all the diversity of its own background.

Knowing the challenges faced by the HUA, and in an effort to counteract them, the Municipality has been developing and supporting various initiatives, the main one being the creation of Mouraria Innovation Centre (CIM). A rehabilitated building located in the heart of Mouraria and managed by the Department for Innovation and Strategic Sectors, CIM works as an incubator for projects in the fields of media, fashion and other areas related to Cultural and Creative Industries.

Besides directly supporting its residents, CIM develops several activities and offers a program of workshops and mentorship extending beyond the internal community. Action 1 picks-up on one of these activities, which is the map of CCI scene in Mouraria.

This action will mainly be developed by the HUB-IN team and the CIM team as it is an evolution of work already started by the municipality; it links directly to Action 2.

DESCRIPTION

The three defined stages for this action will work in an integrated manner and will be developed continuously and in parallel. The map, the networking events and the stamp will provide different levels of knowledge and information to outsiders or local stakeholders, fostering the potential that the area can offer to develop new ideas.

The action will have three stages:

1. Supported by the GeoTool developed by the HUB-IN project, the first stage of Action 1 is to build a map of the entrepreneurship and innovation scene of the area with the double goal of having a clear view of the territory, but also do it in a sustainable, collaborative and evolutive perspective. This (adapted) interactive platform intends to be a tool for anyone who wants or needs to find a new business partner, a project to work with or a space to develop their activity, among other possibilities. The main objective and also a challenge of Action 1 is to have a dynamic platform supported especially on and by the stakeholders.
The first stage is therefore to map an initial set of projects, entrepreneurs, businesses, spaces and other relevant elements - to be defined. This mapping will feed a georeferenced platform based on the HUB-IN GeoTool that will show information about what's going on, where, how and who.
 - 1.1. The mapping will be an evolution of the work already done by the team of Mouraria Innovation Centre (CIM) around the Cultural and Creative Industries in the neighbourhood of Mouraria. The same team will work on broadening the scope of the previous map to include the rest of the area of Colina do Castelo as well as other relevant elements related to HUB-IN Clusters of activities;
 - 1.2. The set of elements to be mapped will be defined by HUB-IN Team with insights, if needed, by members of advisory committee composed of relevant stakeholders;
 - 1.3. The mapped information will be integrated in the GeoTool, the main knowledge platform of HUB-IN Project. Lisboa E-Nova team will provide the necessary support;
 - 1.4. The public interaction with the platform will be redefined to allow a more interactive involvement and promote a wide participatory and co-creative process.
2. Second Stage is the creation of networking events - Match & Ignite. The purpose of this stage is to consolidate the network. With the mapping activity in progress, networking events - Match & Ignite - will take place in order to help show projects, entrepreneurs, businesses, spaces and other relevant factors to each other and “ignite” new ventures. In this stage, everyone will also be encouraged to participate and contribute to the platform as a way to help the network grow.
 - 2.1. After the initial consolidation of the platform (stage 1), an event will take place to promote and disseminate its features and potential to all stakeholders. This activity is also intended to contribute to the reinforcement and creation of partnerships between

all elements of the network. Other events might take place to create a continuous base of opportunity for new ideas and projects to arise;

2.2. CIM can host the first event but other stakeholders will be invited to host future editions.

3. The third and final stage is the acknowledgement of selected projects and businesses that meet quality criteria in the areas of sustainability, cultural heritage, innovation and creativity (hence aligned with the Hub's missions) through the attribution of a Stamp. Generating an identity that unifies key projects is fundamental and this stamp will work as that bond, physically "showing" the existence of the network.

- 3.1. A set of criteria will be defined by HUB-IN Team with insights, if needed, by members of advisory committee composed of relevant stakeholders;
- 3.2. The stamp will enable the recognition of projects and businesses that more positively contribute to HUA by the public;
- 3.3. It must also help recognise the presence of the hub and the hub's networks;
- 3.4. This will be a continuous and collaborative task.

EXPECTED RESULTS

The main result will be the creation of a collaborative network that will promote innovative businesses by using local resources.

More specifically this action's expected results are to have a strongly participating community and stakeholder-based information platform, a number of new projects coming from the networking events and a recognized brand helping promote the local economy.

The emergence of a participatory network of stakeholders of different sizes that will be supported and nurtured through the platform that will allow people, entrepreneurs and businesses to find new partners, projects and places; access to a set of match & ignite events to foster and promote new ideas and projects; recognition through the HUB-IN stamp that will also work itself as a brand for expansion.

KEY STAKEHOLDERS TO BE INVOLVED

The action in its three stages will be firstly owned and run by the municipality's Innovation department (CML) and Mouraria Innovation Centre (CIM), with the support of Lisboa E-Nova (LEN). These entities will be included in the advisory committee.

Key local stakeholder or stakeholder associations will also be invited to be part in the advisory committee, mainly:

- Renovar a Mouraria Association - Community, Cultural and Educational Projects,
- Lisbon Parishes: São Vicente & Santa Maria Maior,
- Santa Casa da Misericórdia de Lisboa,
- Aga Khan Foundation,
- Impact Hub Lisbon,
- Turismo de Portugal.

Other stakeholders will be asked to promote and participate in the activities and develop future events.

Participation of local residents, businesses, entrepreneurs and other groups operating in the HUA is key, especially in the mapping activity.

KEY RESOURCES REQUIRED

Time (staff): HUB-IN staff, external expertise for mapping activities;

Budget: 30,000,00€ from project funding (tbc) for external expertise, communications and promotion material and event implementation;

Space: Centro de Inovação da Mouraria;

Regulatory support: Besides GDPR application the Municipality will manage the policy, legal aspects and permits;

Tools, materials and/or any other resources if relevant: GeoTool, LXI Lisboa Interativa.

TIMING

Stage 1

- May 2023. Start of mapping and platform adaptation/development (CML + CIM, LEN)

Stage 2 - Match & Ignite event

- September 2023 Creation of advisory committee (CML + CIM, LEN)

- September 2023 - Definition of relevant elements (advisory committee)

- July 2023 - First edition (CML + CIM, LEN, Key Stakeholders)

Stage 3 - Stamp

- July 2023 - Definition of criteria for stamp attribution (advisory committee + possible public participation)

- October 2023 Stamp attribution launching event (CML + CIM, LEN, Key Stakeholders)

GDPR

Not sensitive in GDPR-related issues.

POTENTIAL RISKS

Risks

- Defined criteria for the map or stamp does not appeal to interest organisations
- Lack of interest and involvement from the possible stakeholders
- There could be duplication or confusion with other projects across the city.

Actions to mitigate the risks

- Work with key stakeholders and organisations that have experience in developing criteria.
- Widely publicised to ensure awareness by all stakeholders of the activities.
- Provide relevant and clear information.

2

“De-Incubator” - “decentralised” & “dematerialized” incubator for innovative projects



CITY MISSION

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

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COORDINATION

Municipality: Innovation Department, Mouraria Creative Hub, FabLab Lisboa (promoting and implementing);

Lisboa E-Nova (implementation and support).

CONTEXT

Colina do Castelo has always been an area of Lisbon with multiple cultures and an extremely rich history, and this multicultural essence still exists (on a 2017 survey made to more than 1500 families living in Mouraria, almost 30% were immigrants from 25 different nationalities).

When passing through the streets of Colina do Castelo, we are in direct contact with multiple cultures, with people coming from all over the world. Some of them are tourists, some are residents but also merchants and workers. Despite this, we can't feel that diversity and richness in the products and services that are offered. The local economy is mainly focused on tourism, and the small shops (mostly souvenir shops and low-quality grocery stores) are a very "visible" face of Colina do Castelo, transforming the atmosphere of these neighbourhoods.

Nowadays it seems that all commerce is the same, selling the same things. The area is facing the disappearance of creative commerce with cultural identity, and also local commerce.

With the gentrification process, there is a decreased sense of community. That loss resulted in the diminished public participation and involvement of the population (both migrants and locals) in solving community problems such as safeguarding local heritage, social isolation, climate change effects and mobility problems due to local topography.

This action aims to increase:

- the quality and diversity of existing trade,
 - the skills and knowledges of local business and entrepreneurs,
 - public participation and involvement of the population,
- through the involvement of the local community in an acceleration program.

DESCRIPTION

"De-Incubator" will be a decentralised & dematerialized incubator for innovative projects, as well as a place for knowledge transmission and capacity building for local traders and entrepreneurs through economic, digital and sustainable literacy programs.

The HUB-IN Lisbon team uses the terms decentralised & dematerialized to mean that knowledge transmission and capacity building will not exclusively target projects that will be "incubated" in CIM, but also extend to other local traders, innovators and creatives. It's not a "limited edition", such as an accelerator program usually is, but aims to reach all kinds of stakeholders that can benefit from training, mentoring and also by experience exchange. The goal is to be a "hybrid" incubator (the company doesn't have to be physically installed in CIM).

Taking advantage of the Colina do Castelo Creative Network created in action 1, this action aims to consolidate and empower the innovative and creative ecosystem of this territory,

strengthening the link between tradition and innovation by supporting new ideas and projects, accelerating start-ups, and so on.

The action consists in the launch of an open call for the presentation of innovative projects and ideas addressing the problems raised in the Roadmap, such as:

- decline of socio-economic conditions of the population
- Important degree of (digital) illiteracy
- Accessibility to and within the neighbourhood
- People feel that they have little space to be heard as residents
- Non-existence of effective mechanisms for the promotion of knowledge transmission
- Lack of professional training for business and trade
- Lack of traditional souvenirs, currently mostly made in China.

The call aims to tackle challenges along the three HUB-IN clusters and to create solutions that will impact cultural, creative, social and environmental areas aligned with such clusters. It will have as primary target the entrepreneurs that live or work in Colina, but will also be open to those not directly connected with the area. The Jury panel of the open call will be composed of various stakeholders. It is expected that five projects will be selected and incubated in CIM.

CIM is located in Mouraria and is managed by the municipality. It is a space where ideas and projects in the creative and cultural areas are already incubated. This action intends to take advantage of this existing resource (space and know-how) and increase its capacity, through dematerialized and decentralised incubation.

The aim is to pollinate the creative industries to other areas of the HUA, linking up to other physical spaces and activities (e.g. linking shopkeepers with designers) as well as initiatives, and combining heritage and innovation.

The “De-incubator” will serve as a training centre for local innovators and creatives, but also as capacity building centre for local traders who are running their activities in the territory. This will be implemented by CIM through the programming of a set of mentoring events, workshops, master classes and networking (e.g. economic, digital and sustainable literacy programs). The program of events will be widely communicated to the network created in action 1.

A further existing municipality-owned structure is FabLab Lisboa. Located in the Intendente neighbourhood, it will be another physical space where activities and workshops can take place, especially the ones related with product prototypes. Its focus will be on projects and events related to arts, crafts, entrepreneurship and innovation.

EXPECTED RESULTS

The action is expected to enhance the local economy along Colina do Castelo by linking tradition to innovation, promoting quality and diversity in the commercial offer; to enhance and improve the attractiveness of Colina do Castelo, highlighting cultural assets in a creative and innovative way while safeguarding heritage, traditions and the local community. It is also expected to promote new qualifications, increasing the potential for innovation and knowledge in the territory

through the encouragement of entrepreneurship; and to change the economic and social dynamics through job creation and talent attraction.

By supporting and incubating projects that are based on HUB-IN principles, the action is expected to reverse the loss of cultural identity, segregation and gentrification.

By having as its primary target the people that live or work in Colina, it is expected to increase the involvement and participation of the community in tackling local challenges as posed in the open call.

The incubated projects are also expected to generate products or services that will work as seeds to scale-up and increase the diversity and quality of products provided by the local commerce.

KEY STAKEHOLDERS TO BE INVOLVED

The following stakeholders will be involved at various stages of the Action:

Promotion of the open call:

- Local Parishes – public;

Jury panel for the open call and mentoring programs:

- Casa do Impacto
- Maze Impact
- Fundação Aga Khan
- Impact Hub
- Associação Bairros
- Clube Criativos Portugal
- Intec
- AUDAX
- Dinamia cet;

Financing the implementation of the new products and services that will result from the open call:

- Agência Nacional de Inovação
- Turismo de Portugal.

KEY RESOURCES REQUIRED

Time (Staff): HUB-IN staff, CIM staff, Subcontracting. Staff profile: Project management, communication, legal advisory for definition of terms and condition of the call, Jury panel for candidates' evaluation, mentors, and event planning;

Money: 100.000€ from project funding, possible private funding to support the products or services developed through the “De-Incubator”;

Space: CIM, Pop Up Space created in action 3 and FabLab Lisboa.

TIMING

Terms and condition of the call - January to April 2023

Launching of the call - July and August 2023

Evaluation of the candidates - September 2023

Projects Kick off - November 2023

Mentoring events, workshops, master classes and networking- November 2023 to June 2024

Demo day - July 2024

GDPR

Not very sensitive in GDPR-related issues.

POTENTIAL RISKS

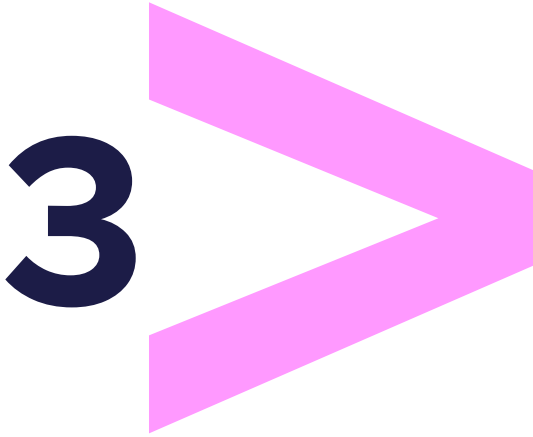
Operational risk: Local traders, innovators and creatives don't participate in the activities (mentoring, workshops, open call, etc) because they don't know about it or because of lack of time and availability to let go of their responsibilities. Mitigation: reinforce communication and ensure the relevance of the subjects addressed in the activities conducted (ensuring the connection between training supply and demand need) and clear definition of the challenges of the open call.

Cost risk: the projects selected in the open call don't become new products or services.

Mitigation: ensure the financial viability of the projects selected in the open call.

Human resources risk: municipality resources being called to integrate other projects or having extra tasks - Mitigation: contracting external resources.

Low social impact risk: People feel that the projects being implemented in these neighbourhoods don't correspond to the needs of the local population. Mitigation: clear definition of the challenges of the open call and impact criteria in the candidates evaluation.



Colina do Castelo Pop Up Space: a multifunctional space for Lisbon's creative & sustainable urban regeneration solutions



CITY MISSION

Mission 1: Promote a Circular Neighborhood by Valuing Cultural Heritage Based on Inclusion and Quality of Life;

Mission 2: Boost Creativity and Rethink Local Businesses to Improve the Economy and Safeguard Traditional Knowledge;

Mission 3: Promote Climate Action, Making it Compatible with the Cultural - Led Urban Regeneration of Colina do Castelo, Creating Better Living Conditions and Comfort for Local Communities.

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COORDINATION

Lisbon Municipality: Innovation Department (coordination, promotion and implementation);
Lisboa E-Nova (implementation and support).

CONTEXT

Through the HUB-IN Lisboa - Colina do Castelo Pop UP Space, the Action aims to be an engine of transformation for the loss of the local commerce identity due to gentrification, the existing low sustainability business models and for integrating practices that can balance the economic, social, cultural, and environmental impacts of a heritage building's use.

The neighbourhood lacks policies and projects powered by community involvement that meet the needs of the locals in relation to the provision of accessible spaces for the creative industry and its activities. Increasing the supply of such spaces is essential for the local community of entrepreneurs and creatives to expose their work and connect with networks focused on heritage, innovation and sustainability. It will create opportunities to strengthen synergies with other existing initiatives, testing and generating new circular business models.

The action also provides the opportunity to promote the use by the local community of a vacant refurbished historical building in the centre of the HUA, belonging to the Municipality of Lisbon, through a temporary and experimental purpose.

DESCRIPTION

The “Pop Up Space” consists of an identified and available historical building undergoing changes over a long period of time from the second half of the second century B.C. up to the 4th-5th century AD, including elements from the Republican Period, a segment of the foundation and tower from the High-Imperial period and a wall panel from Late Antiquity. It also includes access to an elevator implemented to overcome the topographic barriers of the hill and a water collection tower.

It is therefore an ideal location to showcase urban regeneration. It will be the Open House for the HUB-IN community: a multifunctional space to support the creative activities developed in the HUB-IN pilot area, but also a pop-up store, a temporary exhibition place or as a place to demonstrate the project's sustainable solutions.

The space is intended to be utilised temporarily with various purposes and stakeholders involved within specific timeframes, while ensuring responsible usage.

The indicative steps of the action include:

- Regulation for partnerships within the space with HUB-IN friendly components - such as artistic approaches and the preservation of the neighbourhood memories, identity and heritage,
- Reorganisation of the space for multi-activities based on the building characteristics,
- Launching the space to engage with the local community.

Activities to be implemented in the pop up space will revolve around the following thematic: sustainable consumption, circular business models, cultural memory & heritage, climate awareness & resilience, local communities & creativity, (re)use of endogenous resources.

Activities from action 2 (De-Incubator) and 4 (Colina do Castelo HUB as an urban lab for circular economy and climate neutrality) will be articulated with the Colina do Castelo Pop-Up Space, as they share the same network of stakeholders and the same resources allowing to reach a broader engagement within the pilot area.

EXPECTED RESULTS

Foster the creative industry and the requalification of the economic fabric through the creation of the Colina Criativa do Castelo concept & solutions. Specifically:

- Develop a set of activities capable of attracting new qualifications and businesses models
- Promote the awareness of efficient use of resources (materials, water and energy)
- Diversity in the existing commerce offer
- Brand implementation for engagement and awareness
- Potentiate cultural assets in a creative and innovative way for businesses opportunities
- Use of a vacant or underused space historical - to act as a catalyst for potential further investment in heritage assets with reduction of vacant or underused buildings and spaces
- Development of events that promote the transmission of knowledge by and for the whole community, serving as a vehicle for the social integration of migrants as well as leveraging existing knowledge into innovative solutions
- Possible replicability of the Pop-Up Space format

KEY STAKEHOLDERS TO BE INVOLVED

Potential stakeholders to demonstrate solutions in the pop-up space:

- ADENE - Portuguese Energy Agency: renewable energy communities - energy efficiency & certification in buildings - self consumption;
- Copérnico Association - renewable energy cooperative in Portugal: renewable energy cooperatives & investment;
- IN+ - Center for Studies in Innovation, Technology and Development Policies - University of Lisbon: Laboratory of Thermofluids, Combustion and Energy Systems
Laboratory of Industrial Ecology and Sustainability
Laboratory of Technology Management and Policy;
- Urban Planning Department & Environment, Energy and Climate Change Department, Lisbon Municipality: City Policies engagement and discussion;
- LNEC - National Laboratory for Civil Engineering: regulations & department for buildings and materials;
- EPAL - Public Water Company: water consumption control service for domestic and commercial customers;
- Industry: demonstrating research solutions.

Support and mediation with the community, proposing exhibitions and other uses for the space:

- Renovar a Mouraria Association - Community, Cultural and Educational Projects (protocol with the City of Lisbon)
- Lisbon Parishes - São Vicente & Santa Maria Maior
- FRESS - Museum-School with the purpose of protecting and promoting the portuguese decorative arts and the trades related to them (engaged institution in previous projects with the city of Lisbon)
- Art Gallery from Santa Maria Maior Parish (connection with local artists and creative community)
- Start-ups such as Novonovo, a platform where to find and how to build from reused materials, in the field of circular economy (project incubated in Lisbon's municipality creative incubator)
- Lisbon Municipality, Cultural Heritage Department (space ownership and management arrangements).

KEY RESOURCES REQUIRED

- Time (Staff): HUB-IN staff
- Physical space: A vacant / underused historical building located in the centre of the HUA, that can be refurbished and temporarily utilised for the pop-up space.
- Financial resources: Funding to reorganise the space, cover operational costs, and promote the initiative.
- Partnerships: partnerships with HUB-IN friendly components such as artistic approaches, preservation of neighbourhood memories, identity and heritage, and local community organisations to support and promote the initiative.
- Marketing and communication: Strategies and resources to promote the initiative and attract stakeholders, including branding, online presence, and outreach to local businesses and communities.
- Equipment and materials: required for the various activities to be implemented in the pop-up space, such as exhibits, displays, and furniture.
- Regulatory support: support from relevant regulatory bodies to ensure compliance with relevant laws and regulations, and to obtain necessary permits and approvals.
- Networking opportunities: opportunities to network and collaborate with other stakeholders, including local businesses, entrepreneurs, and community organisations, to leverage existing knowledge and resources and generate innovative solutions.
- Budget: 15,000.00€:
 1. Pop Up Space occupancy - terms and conditions
 2. Implementation period
 3. Activities program
 4. Focus Group meeting

TIMING

January - May 2023:

- legal document - collaboration agreement between entities
- permit - building use authorization.

June 2023 - September 2024:

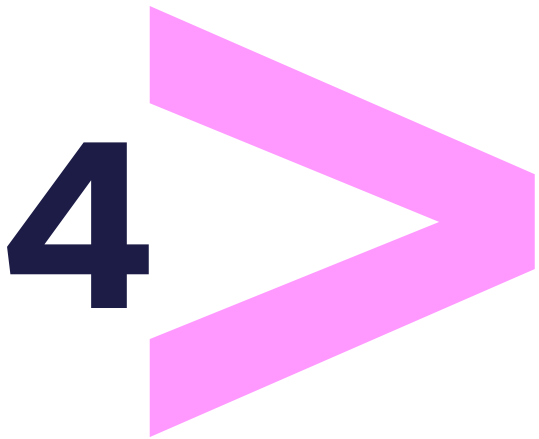
- Pop Up Space soft launch
- Implementation period
- Activities program.

GDPR

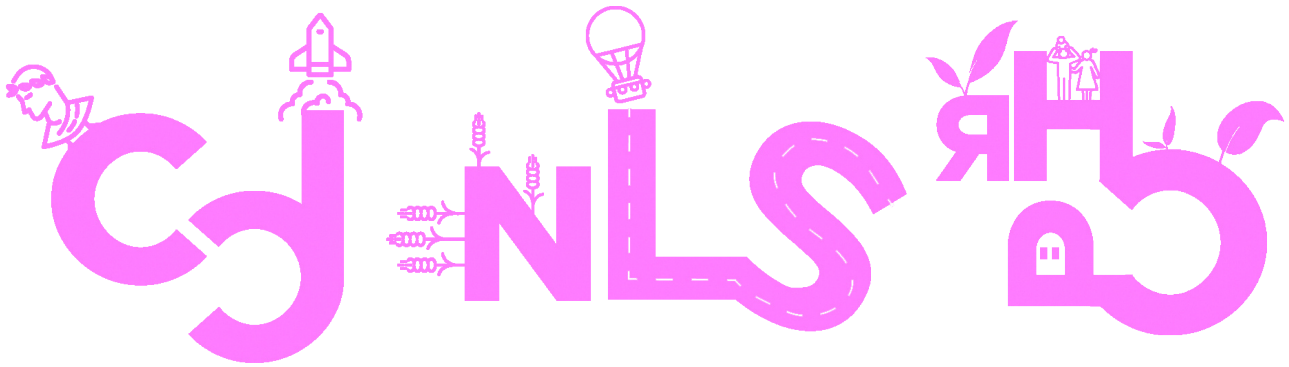
Not very sensitive in terms of GDPR.

POTENTIAL RISKS

- Safety concerns: The use of a historic building may pose safety concerns for visitors and occupants. The building should be inspected for structural stability, electrical and fire hazards, and any other potential safety issues. Mitigation: Prior to opening the pop-up space, a comprehensive safety inspection should be conducted to ensure that all necessary safety measures are in place. Any identified issues should be addressed before the space is opened to the public.
- Legal issues: There may be legal issues related to the use of a municipal building, including permits, licences, and liability concerns. Mitigation: All necessary permits and licences should be obtained prior to opening the space.
- Lack of community engagement: Without the support of the local community, the pop-up space may not attract visitors or achieve its intended goals. Mitigation: The pop-up space should be designed in consultation with local stakeholders and community groups to ensure that it meets their needs and interests. Community members should be engaged throughout the planning and implementation process, and their feedback should be incorporated into the design of the space and the activities that take place there.
- Sustainability concerns: The use of resources, such as water and energy, may be a concern in the operation of the pop-up space, especially if it is not designed with sustainability in mind. Mitigation: The pop-up space should be designed with sustainability in mind, incorporating energy-efficient lighting and heating systems, water-saving fixtures, and other sustainable features. Visitors and occupants should also be encouraged to adopt sustainable practices while using the space.
- Replicability issues: There may be challenges in replicating the pop-up space format in other locations, especially if it is tailored specifically to the local context. Mitigation: Lessons learned from the implementation of the pop-up space should be documented and shared widely to facilitate replication in other locations. The design and operation of the space should also be flexible and adaptable, allowing it to be customised to meet the needs of different communities and contexts.



“Sprout Tank”: Experimentation for a circular and climate neutral Colina do Castelo



CITY MISSION

Mission 1: Promote a Circular Neighborhood by Valuing Cultural Heritage Based on Inclusion and Quality of Life;
Mission 3: Promote Climate Action, Making it Compatible with the Cultural-Led Urban Regeneration of Colina do Castelo, Creating Better Living Conditions and Comfort for Local Communities

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COORDINATION

Lisboa E-Nova - Technical coordinator of the action;

Municipality: Innovation Department - implementation and support on launching the pilot program and articulation with HUB-IN entrepreneurship and innovation network in Colina do Castelo (Action1).

CONTEXT

Lisbon is a city with a high level of exposure and vulnerability to the effects of climate change, mainly by the increase in the frequency and intensity of extreme events (precipitation and heat waves). Historic neighbourhoods such as Colina do Castelo, due to their characteristics and heritage value, present specific challenges when compared to other areas of the city, as they are more exposed to gentrification, touristification, loss and ageing of the population, degradation of public spaces and other infrastructures of historic value. Their natural and cultural heritage, however, are real assets to climate action.

The neighborhoods in Colina do Castelo are established urban areas that are highly susceptible to the negative impacts of climate change. The lack of green areas, which play an important role function as "cooling islands", and the morphology of the urban fabric consisting of narrow streets and adjoining buildings that hinder air circulation are factors that aggravate the urban heat island effect. In general, the old local building stock characteristics lead to energy poverty and noise disturbance impacting the quality of life (e.g. comfort, quality of sleep). The lack of available public spaces and the abandonment or undue occupation of private terraces with buildings has limited the implementation of initiatives favouring soil permeability.

Water is also a natural asset of this area; it was a determining factor for the location of the city during its foundation process and continues to play an important role in combating climate change. Some of these neighbourhoods have enormous potential in groundwater and geothermal resources, as is the case of Alfama; but reducing water consumption and, more importantly, promoting water efficiency is essential for the sustainability of the area. It is also important to promote the integration of nature-based solutions in outdoor spaces to reduce the impacts of Climate Change; specifically, in terms of heat waves and episodes of heavy precipitation (flash floods). In order to mitigate flooding in the lower areas of the city and to strengthen its drainage capacity during episodes of heavy rainfall, the Lisbon General Drainage Plan (PGDL) was approved in 2015. The plan proposes the requalification and construction of new infrastructures.

The sun is also a natural asset of the city of Lisbon, which is properly harnessed as an important resource to achieve climate neutrality and combat energy poverty. The Lisbon Climate Action Plan for 2030 states that 44% of the roofs in Lisbon have good or very good solar exposure, and a significantly higher value for the existing buildings on Colina do Castelo (76%). However, progress is still to be made to overcome the integration of renewables in areas of great heritage value and historic buildings, in particular solar power (such as this pilot area).

The action aims to promote collaborative knowledge between industry-academia-community, through testing and experimentation of solutions in a real urban context that respond to the

constraints of historic neighbourhoods and promote circular economy and climate neutrality at a neighbourhood scale.

DESCRIPTION

The action comprises a twofold objective: fostering climate resilience and circularity solutions that enhance the cultural and architectural heritage and, simultaneously, creating the conditions to leverage new interactions and new climate action projects, which ensure the continuity of the missions of HUB-IN Lisboa - Colina do Castelo.

The HUB-IN Lisbon Team will leverage heritage-led innovation (social and technological) that helps overcome barriers in the implementation of renewable energy solutions in individual historic buildings or groups of buildings, short cycle food production and improving climate resilience conditions in public spaces. With this action it is also expected to create a mechanism that provides opportunities for “matching” between stakeholders, following a logic of “cross-pollination”, by promoting and supporting experimentation and co-creation of new actions and solutions with impact in the area, also responding to the needs of local communities. This mechanism will be supported in the promotion of a knowledge-sharing community and the development of a program for accelerating pilots and experimental activities, to be named “Sprout Tank: HUB-IN Lab for germinating ideas and solutions in the Colina do Castelo.”

During the project implementation period, a first call of the Sprout Tank program will be launched and future financing mechanisms will be explored for the continuity of the program within the scope of the services to be provided in the future by HUB-IN Lisboa - Colina do Castelo.

The main activities planned to set up the heritage-led innovation mechanism are the following:

4.1 - Create a **knowledge sharing community over Climate Neutral Historical Neighborhoods**: promoting a set of networking activities, rooted in Colina do Castelo, over experimentation and sharing with the goal of building bridges and encouraging dialogue between companies, management entities, governmental and non-governmental (local and/or wider geographic scope). The activation of this community will allow to ignite new climate actions related initiatives and facilitate the creation of synergies with 3rd party projects (eg Infrablue European Project, C40 “[Students Reinventing Cities](#)” challenge, [SOLIS platform](#), between others). It will also work as a pool of specialized resources to support the Sprout Tank program. Thus, national and international experts for climate neutral neighborhoods will be raised in the Colina do Castelo community, as well as other Lisbon or European neighborhoods that want to share experiences.

4.2 - Program for pilots and experimental activities **“Sprout Tank”: Experimentation for a circular and climate neutral Colina do Castelo**:

“Sprout Tank” aims to be a lab for germinating ideas and solutions in the territory, promoting creative and heritage-led solutions for climate neutral and circular economy initiatives in these neighbourhoods.

Based on matching and igniting opportunities, it will connect intervention needs in Colina do Castelo territory with an offer of innovative solutions. To this end, the programme will develop a stock of spaces suitable for new opportunities (e.g. public or private spaces temporarily unoccupied, streets to promote sustainable mobility, buildings to be rehabilitated, spaces to be

renationalised) which will be connected to a stock of innovative solutions allowing technological and social experimentation applied to the territory. The pilot programme will make use of a set of facilitating levers for this match, where the Lisbon FAB LAB stands out as an infrastructure available for supporting experimentation with solutions and prototypes.

The knowledge sharing community will function as a set of resources and knowledge to be used for the implementation of the programme, whether in the constitution of the pool of opportunity spaces, as a source of partnerships, or through access to experts who will serve as mentors for the selected pilots. It will function as an essential platform for publicizing the pool of opportunity spaces and a fundamental instrument for boosting the pool of innovators. This visibility created by the Knowledge Sharing Community will also facilitate the recruitment of promoters and entities with a possible interest in sponsor.

EXPECTED RESULTS

- Implementation of experimental activities in the pilot area (1 to 3 activities in total);
- Contribute to ensure progress towards the integration of renewable energy solutions in historical urban areas;
- Form a community that supports a medium and long term set of activities;
- Contribute for a better climate adaptation on Colina do Castelo urban area, by testing solutions that generate thermal comfort and soothe energy poverty effects in communities;
- Promoting the several dimensions of environmental sustainability and circularity within this historical urban area and its communities, based on its specific heritage;
- Preserving the memory of places and creating spaces of wellbeing by promoting the application of technical and social solutions for increasing the availability, reuse and adaptation of public spaces;
- Explore and highlight links between art and sustainability;
- Strengthen the bonds between local communities and the multifunctional use of public spaces, and interactions between local stakeholders and other entities with common interests and knowledge.

KEY STAKEHOLDERS TO BE INVOLVED

Potential entities for the development of knowledge sharing community over Climate Neutral Historical Neighbourhoods (divided by 4-helix group and indication of respective role in the action):

Public entities:

- DGPC- Portuguese General Directorate for Culture and Heritage (Regulation)
- Local parishes (Dynamization and community involvement; public space management)
- CIM (Centro de Inovação da Mouraria) - (Physical space for meetings, events and inspiration; focal point)
- FabLab Lisboa (experimentation with solutions)

Community:

- Renovar a Mouraria
- Cozinha Popular da Mouraria
- Associação Lisbonense de Proprietários
- Other local associations

Possible partnerships for local pilots:

Private:

- Innovation companies and entrepreneurs
 - Real estate and refurbishment companies
- (Pool of innovative solutions, networking and collaborative activities)

Education & research:

- CENSE (FCT-NOVA)
- Research groups with projects focused on the hub area
- Experts on different fields of sustainability.

(Mentoring for the selected pilots, pool of innovative solutions, networking and collaborative activities)

Others:

- Networks: SOL community (Smart Open Lisboa)
- Other european neighbourhoods (HUB-IN alliance and HUB-IN pilots).

(Mentoring for the selected pilots, pool of innovative solutions, networking and collaborative activities)

Value generation:

- Access to new ideas, projects and partners;
- Proximity / access the HUB-IN network and its interlinked spaces;
- Boosting the possibilities for creating new projects and synergies;
- Integration with international networks (eg C40);
- Access to information.

KEY RESOURCES REQUIRED

Time (staff): HUB-IN staff

Money: 50,000,00€ from project funding (tbc); searching from possible sources of private funding and patronage for the pilots implementation

Space: Centro de Inovação da Mouraria and FabLab Lisboa

Regulatory support: Heritage protection regulations, Detailed plan of urban rehabilitation of Colina do Castelo, Lisbon Master Plan

Tools and materials: FabLab Lisboa tools and mentors, SOLIS Platform, GeoTool, LXI Lisboa Interativa.

TIMING OF THE ACTION

4.1

Create a knowledge sharing community over Climate Neutral Historical Neighbourhoods

- January - April 2023 - Mapping of potential community members: promotion of meetings and prospecting with actors from the quadruple helix. Collection of inspiring examples and success stories in innovation under these topics.
- April - May 2023 - Organising a yearly programme of collaborative activities
- May 2023 - Jul 2024 - Implementing a programme of collaborative and networking activities,

including study visits, workshops, showcases and others. These initiatives will be a means to engage the actors of the community, provide guidance and mentoring and will address topics such as new models of financing and success stories.

4.2

Program for pilots and experimental activities - “Sprout Tank”

- April - July 2023 - Definition of Sprout Tank program.
- June - August 2023 - Launch of “Portfolio of places for new opportunities”. It is an open activity to receive continually new potential places for intervention in the pilot area, including places with heritage value.
- August - November 2023 - Launch of “Portfolio of innovative solutions for historical urban areas”. It is an open activity to continually receive new technologies, methodologies, social mechanisms and tools to experiment and develop new uses for the sustainable regeneration of places.
- August - November 2023 - Identification and matching of new opportunities and innovative solutions
- November 2023- June 2024 - Implementation, support and mentoring of the experimental activities
- January 2024 - July 2024 - Test and evaluate performance (during and after the activity).

Possibly review throughout the process and if needed, take a step back

(Note: Although this timeline should be assured to secure the achievement of results within the timeline of the project, other synergies and opportunities will eventually emerge during all the implementation phase, that should be harnessed; these will continue after HUB-IN’s timeline).

GDPR

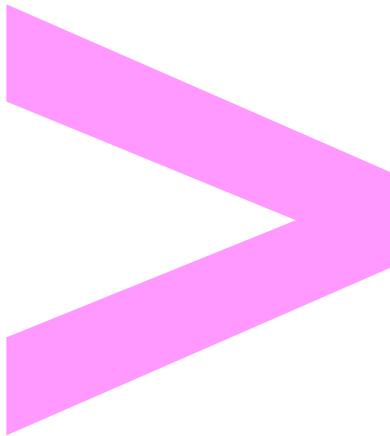
Not very sensitive in terms of GDPR.

POTENTIAL RISKS

- Lack of availability from local partners to engage in the pilot program
- Lack of new possibilities and project opportunities
- Poor communication between stakeholders and the dots of the network
- Lack of interest from the possible stakeholders
- Lack of innovative solutions that make compatible solar energy integration with heritage areas and buildings
- Lack of funding mechanisms and financial capacity to experiment consequent solutions
- Lack of interesting solutions proposed for testing
- Difficulty for obtaining permits on implementing solutions on public spaces

Risk mitigation:

- The timeline of the action points to assuring a minimum set of activities that will take place in the first part of the year 2023, although they will have continuity in time.
- Promotion of networking activities to stimulate the interest and promote communication between stakeholders
- Consult experts on heritage protection regulations in order to implement innovative solutions, safeguarding the historical and identity of the spaces
- Collection and sharing of successful stories on innovative solutions from these areas.



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



<https://hubin-project.eu>

Branding and Communication of the Lisboa Hub

Be part of the story

The stories we choose to tell, inspired by the history behind, create an unique image about us, showing others what matters to us and why we're different. The HUB-IN Lisboa pilot, HUB-IN Lisboa - Colina do Castelo, crosses seven historic neighbourhoods with diverse characteristics - Alfama, Castelo, Intendente, São Vicente, Sé, Graça e Mouraria - albeit unified by common aspirations of cultural regeneration and sustainability.

HUB-IN Lisboa - Colina do Castelo wants to build synergies by having a common HUB-IN voice in informing and promoting cultural heritage, innovation and sustainability.

Be part of the story is an open invitation to anyone to come forward with their passion, their creativity and entrepreneurship for a common sustainable future of this Historic Urban Area (HUA). Being part implies contributing, while respecting what is already present, that is 900 years of traditions, beautiful buildings and current inhabitants. Be part of the story is in itself the full central idea for the place branding that the HUB-IN Lisboa - Colina do Castelo will follow.

Brand Vision

A multicultural and festive hub, where tradition meets innovation, that can be enjoyed by older and younger residents alike but is also attractive for foreigners.

Brand mission

The brand must support HUB-IN Lisboa - Colina do Castelo in its long-term objectives,

particularly the ones related to the preservation of the memory of the HUA, reverse the trends of abandonment and promote cultural heritage, innovation and sustainability. Bring locals back to the neighbourhoods of Colina do Castelo and show visitors the uniqueness of the area compared to other places in Lisbon and Portugal. Moreover the brand is key to building up the identity of the Hub and to activate the Innovation network in Colina do Castelo (action 1), Knowledge sharing community over Climate Neutral Historical Neighbourhoods (action 4) and all the governance structures proposed.

Target audience

Local residents and visitors; creative businesses and entrepreneurs; local and active associations operating in Colina do Castelo. Global innovators and entrepreneurs are also considered target audiences.

Values

Creativity, adaptability and curiosity are the values that the local hub instils. Creativity and Curiosity lead to innovation and entrepreneurship. Adaptability is necessary to innovate in a context where traditions and heritage are so important, for the old and the new to coexist in a healthy way, to bring about change and avoid gentrification. Such brand values can define the themes of the communication to be done around the hub. For this purpose, a HUB-IN Lisbon webpage has been created on the City of Lisbon

website, incorporating the branding of the HUB-IN project, which will be used to communicate and post all actions and activities, opportunities offered, where information is explained in detail and linked to the international HUB-IN website and social media accounts.

The stakeholders of the Colina do Castelo Hub will be informed through the discussed communication channels as mentioned above. The stakeholders can participate and contribute by engaging in the open call, by participating in the network activities and spaces of the Colina do Castelo HUB.

Colina do Castelo Hub - a lightful, playful, youthful tone of voice

Share: inform and promote collaboration opportunities in the pilot area.

Link: interact with audience, activate visitors.

Identity: must be a place of experimentation and knowledge exchange. Where multicultural meets local within different historical layers, complex demographics with ageing population. A showcase of personalities and identities that reflect the values of the area and the values of the project.

Empower communities through cooperation with multicultural and intergenerational exchanges.

Local resources: take advantage of all existing diverse landscapes as a laboratory for innovation.

Informal, positive, engaging: while being accessible to all generations and cultures, digital and physically.

A multicultural and festive hub: where tradition meets innovation, that can be

enjoyed by older and younger residents alike but also attractive for tourists. A common place visited by the community.

An open invitation: to anyone to come to the area and add their passion, their creativity and entrepreneurship.

Good words: Creativity, adaptability and curiosity.

Words to be avoided: static place, segmented, exclusive, stranded, closed.

By showcasing activities that tell a story of the shared cultural heritage of a community, besides enhancing the character and distinctiveness of that place, such activities can also provide a sense of identity which encourages communities to preserve and reuse existing resources within the established neighbourhoods.

INTRODUCING THE HUB TO THE LOCAL COMMUNITY AND STAKEHOLDERS

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Kick-off event	Initial stakeholders already identified and potential members of the advisory committee body of governance or with relevance for the Action's implementation	A face-to-face ceremony for the launch of HUB-IN Lisboa - Colina do Castelo, presentation of its programmatic content and the members of the advisory committee. Also, the Fellowship of Colina do Castelo will be launched through a public open invitation in the kick-off event.	May- June 2023
Online campaign	All targets identified above	Communicating "HUB-IN Lisboa - Colina do Castelo" - Hub, Actions and Partners (including Advisory Committee) - to the widest possible audience through the Municipality's social media channels: Twitter, LinkedIn and Facebook. The created posts will then be re-shared by the other HUB-IN team members and by selected stakeholders.	June 2023 - August 2024
Press release	All targets identified above	Communicating "HUB-IN Lisboa - Colina do Castelo" - Hub, Actions and Partners (including Advisory Committee) - to the widest possible audience through the Municipality's traditional channels. A press release will be produced and disseminated to the local media with a view to achieve coverage	June 2023 - August 2024
Set-up contact points	Local Communities	Establishment of "physical" contact points to provide information about the project and its actions. These contact points will be Mouraria Innovation Centre and the Pop Up Space. They will take different shapes considering that one has a permanent resident municipal team (CIM).	May 2023 - December 2023
Setting up a group for engaging the local community	Key stakeholders: Entrepreneurs; businesses, local residents	This group will function as a communication channel between the HUB-IN project and local community with the main objective of promoting a sense of belonging and heritage protection. The group will work based on the existing municipal program "Património Imaterial" (Immaterial Heritage), that already establishes the connections between other communities and their local heritage, applying its communication and interaction methodologies.	From March 2023 to August 2024

INFORMING, CONTRIBUTING AND TAKING PART TO HUB'S ACTIVITIES

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Communication of the individual actions at key stages through social media channels (all Actions)	All targets identified above	Communication of the individual actions at various stages (e.g. launch, tender selection, citizen participation, implementation, etc..) via the Municipality's institutional social media channels. The created posts will then be re-shared by the other HUB-IN team members and by selected stakeholders.	From March 2023 to January 2024
Mapping as a communication tool (Action 1)	Local residents, entrepreneurs and businesses.	<p>This will be the first physical engagement with local communities to introduce the HUB. Therefore, using the mapping activity as a communication tool is vital because of the direct contact it establishes with residents and merchants, businesses and entrepreneurs.</p> <p>Besides gathering data, the survey team must provide information about the project, especially coming activities, and invite people to participate.</p> <p>A correct communication strategy design around this direct interaction is key. Digital support must be prepared.</p>	From March 2023 to June 2023
HUB-IN Lisboa - Colina do Castelo Summer Event (all Actions)	All targets identified above	<p>This event will launch the networking strategy of the Hub promoting engagement of all local communities and key stakeholders. It will be the opportunity for entrepreneurs and innovators to be aware of the various programs that compose HUB-IN Lisboa - Colina do Castelo.</p> <p>It will be the perfect opportunity to present the initial result of the entrepreneurial and innovation map of Colina do Castelo, the De-incubator Call, the Pop up Space and launch the Sprout tank program.</p>	July 2023
HUB-IN Stamp - (Action 1)		<p>The Stamp will be presented in the HUB-IN Lisboa - Colina do Castelo Summer Event along with the first batch of projects that will bear the HUB-IN seal.</p> <p>The stamp will pose as a recognition of effort and dedication to the HUB-INs missions and values, so a constant invitation to join the awarded group must be performed.</p>	From March 2023 to January 2024

INFORMING, CONTRIBUTING AND TAKING PART TO HUB'S ACTIVITIES

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Communicating the "De-Incubator" program (Action 2)		<p>Launch event of the open call and communication actions of the main challenges to be answered in the programme. The team will focus its efforts on finding and attracting entrepreneurs that can respond to the objectives that we have.</p> <p>Communication of the acceleration programme that will be developed and implemented to facilitate the process of prototyping and producing new services or products.</p> <p>The acceleration programme - Workshops, mentorships - will be disseminated and open to the local entrepreneurs.</p> <p>Innovation Showcase Day - Event to communicate the results of the open call.</p>	From March 2023 to June 2024
Disseminating the activities of the Pop Up Space (Action 3)	All targets identified above	<p>This is the most accessible contact point to visitors in this project stage. Besides the envisaged showcase activities, there will be a launch opening as well as other initiatives and ad-hoc events.</p> <p>The communication will be performed through various means, especially via the partners social media channels. Local partners will be involved in physical dissemination through informative posters and boards.</p>	July 2023
Communicate and disseminate a circular and climate neutral Colina do Castelo (Action 4)		<p>The effective creation of a knowledge sharing community over Climate Neutral Historical Neighborhoods depends largely on the communication actions to be developed. In this sense, actions will be developed to disseminate the community through the social networks of the project and partners. The creation and dissemination of synergies with other projects, as well as networking thematic sessions for sharing experiences and disseminating Sprout Tank activities, will also contribute to the expansion and dissemination of the network.</p>	From March 2023 to August 2024

Colina do Castelo HUB place branding strategy is rooted in the brand identity process. It was built by conducting empirical research, teaming up with residents, organisations, businesses, visitors and other stakeholders to define the unique mix of core values that tell its story:

- Colina do Castelo is inclusive, intergenerational and multicultural,
- Colina do Castelo is sustainable and regenerative,
- Colina do Castelo is authentic and empowering tradition,
- Colina do Castelo is well-being oriented.

PROMOTING THE VALUES OF THE HUB

Action	VALUE PROMOTED	MAIN BRAND OBJECTIVE TARGETED
Action 1 Ignite the Hill - Building an Entrepreneurship and Innovation network in Colina do Castelo	Inclusive, intergenerational and multicultural Sustainable and regenerative Authentic and empowering tradition	Promote awareness and recognition for local business and initiatives; Create a continuous space and opportunity for ideas and projects to flourish, within the network; Acknowledgement of selected projects and businesses alignment with the hub's missions.
Action 2 “De-Incubator” - “decentralised” & “dematerialized” incubator for innovative projects	Inclusive, intergenerational and multicultural Sustainable and regenerative Authentic and empowering tradition Well-being oriented	Spark innovation in the HUA by supporting the development of innovative projects and services and accelerate the local ecosystem Promote innovation and entrepreneurship in the HUA.
Action 3 Colina do Castelo Pop Up Space: a multifunctional space for Lisbon's creative & sustainable urban regeneration solutions	Inclusive, intergenerational and multicultural Sustainable and regenerative	Present solutions for sustainability, creativity in adaptability and curiosity for open innovation with local engagement events, discussions, exhibitions. Promote communication between different projects, initiatives and communities A place to communicate creative and innovative projects, products and services.
Action 4 “Sprout Tank”: Experimentation for a circular and climate neutral Colina do Castelo	Sustainable and regenerative Authentic and empowering tradition Well-being oriented	Create adaptability and curiosity for open collaboration; Meetings with a diverse group of individuals that aim for a more sustainable and livable Colina do Castelo. A call for participation of interested or engaged citizens.



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