

The background of the slide is a photograph of a long, modern architectural hallway. The ceiling is a complex, vaulted structure with exposed wooden beams and decorative carvings. The walls are lined with tall, narrow, vertical light fixtures that emit a warm, red glow. Several people are walking through the hallway, their silhouettes partially illuminated by the red light. The overall atmosphere is one of a sophisticated, contemporary interior space.

Business, Finance, and Governance Models in the HUB-IN Cities

February 2023

Business, Finance, and Governance Models in the HUB-IN Cities

Belfast | Brasov | Genova | Grand Angoulême | Lisbon | Nicosia | Slovenska Bistrica | Utrecht

PREPARED BY

Pieter van de Glind and Ronald Kleverlaan (CrowdfundingHub)

WITH CONTRIBUTIONS FROM

The HUB-IN teams from:

Belfast

Brasov

Genova

Lisbon

Nicosia

Slovenska Bistrica

Utrecht

REVIEWED BY

Vera Gregório (Lisboa E-Nova)

Grit Hartung (Future Cities Catapult)

Mara van Twuijver (Utrecht University)

Leea Mihaila (Abmee)



Business, Finance, and Governance Models in the HUB-IN Cities

Belfast | Brasov | Genova | Grand Angoulême | Lisbon | Nicosia | Slovenska Bistrica | Utrecht

PROJECT INFORMATION

Project name: HUB-IN

Grant agreement number: 869429

Project duration: 2019-2024

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

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

Email: veragregorio@lisboaenova.org

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

DISCLAIMER

The sole responsibility of this publication lies with the author. The European Union is not responsible for any use that may be made of the information contained therein.

This document contains materials that are copyrighted by the HUB-IN consortium partners, and may not be reproduced or copied without written permission. All HUB-IN consortium members have agreed to publish in full this document. The commercial use of any information contained in this document may require a license from the owner of that information.

Neither the HUB-IN consortium as a whole nor any individual party, provide any guarantee that the information contained in this document is ready to be used as it is, or that use of such information is free from risk, and will accept no liability for any loss or damage experienced by any person and/or entity using this information.

About HUB-IN

Mission

The project 'Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas' (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (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 and is fully aligned with European and international policy (see Smith (2021) for an overview).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Lisbon, Slovenska Bistrica, Brasov, Nicosia, Genova, Grand Angoulême, Belfast, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities and the HUB-IN Alliance. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main clusters with the potential to deliver sustainable transformation of HUAs: 1) Culture and Creative industries, 2) New Lifestyles and 3) Resilient and Human Connected Places.

Vision

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in cities in a systemic way through the creation of networks of Hubs where innovation will be the main driver.

The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

About the Business, Finance, and Governance Models

Building upon the cases collected in the [HUB-IN Atlas](#) and the [Business and Financing Model Catalogues](#), we have identified tailored business, financing, and governance model for the HUB-IN cities. Using the Interactive Dialogue Tool, and in collaboration with the city teams, we have created Implementation Briefs featuring the necessary models for local heritage-led regeneration of Historic Urban Areas.

Introduction

This publication comes at a crossroads for the HUB-IN project.

During the past 2 years, the consortium has worked to understand the state of play inside and outside the eight participating cities. The Geotool (D4.1), a report on the current landscapes (D3.1) and tailored city-specific Roadmaps (D3.5) paint a picture of the situation in each city and ambitions going forward. The HUB-IN Atlas (D2.5), a 'state of play analysis' (D2.2), and the HUB-IN Business & Financing Models Guide (D2.3 & D2.4) provide a brand-new overview of heritage-led regeneration of historic urban areas throughout Europe.

The purpose of this publication is to demonstrate how cities can apply proven business, financing, and governance models to their local context and ambitions.

Building upon their roadmaps and the available knowledge and case studies, each city has worked on a tailored Implementation Brief. These Implementation Briefs form the main body of this deliverable and showcase a range of business, financing, and governance models, which could be applied in the upcoming implementation phase of the project. During this phase, cities will set up and launch their Hubs based on the instructions of their Action Plans.

The business, financing, and governance models in this publication provide insight and inspiration on the diverse ways cities can activate entrepreneurship and innovation for the heritage-led regeneration of historic urban areas.

What you can expect in the following chapters.

1. Building upon state-of-the-art research: An introduction to the resources that inspired the tailored business, financing, and governance models chosen by the HUB-IN cities.
2. Building upon city needs: an introduction to the tools and publications that have been used to identify the context and needs of each HUB-IN city.
3. Methodology: shaping tailored business, finance, and governance models.
4. The Implementation Briefs: showcasing tailored business, financing, and governance models for each HUB-IN city.
5. Annexes: detailed lists of identified funding sources per HUB-IN city.

1. Building upon state-of-the-art research

During the first two years of the HUB-IN project, the consortium looked outward to explore, collect, and analyze cases of heritage-led regeneration as well as relevant business, financing, and governance models. This research has led to two main resources: the HUB-IN Atlas and the HUB-IN Business & Financing Models Guide.

The HUB-IN Atlas

The '[HUB-IN Atlas of Heritage-led Regeneration](#)' helps people involved in heritage-led regeneration discover how historic urban areas can be regenerated through entrepreneurship and innovation.

This is a unique resource that features 80 cases from throughout Europe which have been carefully selected based on the following criteria: (1) There is evidence of regeneration of historic urban areas (realised or ongoing). (2) Innovation or entrepreneurship is used as a way to realise regeneration. (3) Tangible heritage (like buildings or monumental structures with heritage value) and/or intangible heritage (like traditional craftsmanship or traditional music/dance) is utilised. (4) An initiative should operate in an urban area with 5.000 or more inhabitants. (5) An initiative should operate within European territory.

You can search directly on the map and activate filters so that you can find cases from contexts similar to yours.



The HUB-IN Business & Financing Models Guide

This [guide](#) will provide you with a state-of-the-art overview of business, financing, and governance models, relevant to the heritage-led regeneration of Historic Urban Areas.

The business, financing, and governance model cases presented in this guide provide actionable insights into the ways these models are being used throughout Europe to enable heritage-led regeneration. The Heritage Finance Ecosystem specifically provides a starting point for exploring the many funding and financing opportunities that are present today. The guide connects to the HUB-IN Atlas and is a good starting point regardless of current levels of expertise.

You can read through the entire guide or directly browse through the cases and models featured in the business model catalogue (chapter 2), the financing model catalogue (chapter 3), or the final chapter (4) on governance models.



2. Building upon city needs

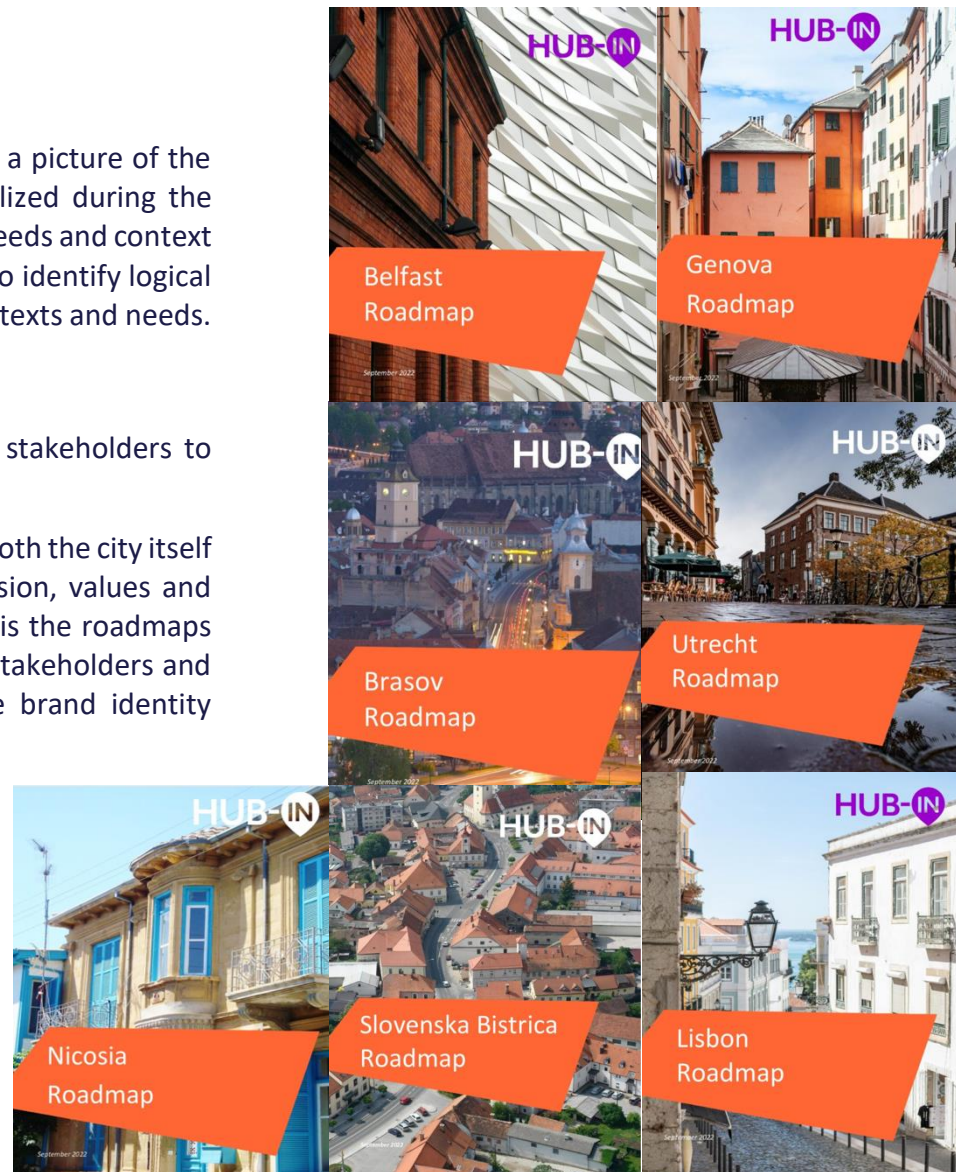
During the first two years of the project the consortium painted a picture of the state of play in each HUB-IN city. The tailored roadmaps, finalized during the summer of 2022 provide the most comprehensive overview the needs and context of each city. The HUB-IN Interactive Dialogue Tool is developed to identify logical business, financing, and governance models tailored to those contexts and needs.

The roadmaps

Each city engaged with project partners and a variety of local stakeholders to create their roadmap.

The roadmaps provide an up-to-date view of the local context of both the city itself and the designated historic urban area. It also identifies the vision, values and missions for the development of the local Hub. Connected to this the roadmaps provide a map of the alliance and partnerships between (local) stakeholders and include a portfolio of key actions. Finally, it also outlines the brand identity including its vision, mission, and target audience.

All roadmaps are available in the [HUB-IN Library](#).





The HUB-IN Interactive Dialogue Tool

The Interactive Dialogue Tool is the main vehicle local teams can use to tailor the wealth of the HUB-IN project to their local needs and context.

The tool provides HUB-IN and follower cities with a structured and interactive format to activate the knowledge and cases collected in the HUB-IN project. Specifically the cases collected in the HUB-IN Atlas and the Business and Financing Model Guide. Using the Interactive Dialogue Tool, any group can identify tailored business, finance, and governance models for local heritage-led regeneration of historic urban areas.

The HUB-IN Interactive Dialogue Tool is available in the [HUB-IN Library](#).

3. Shaping tailored business, finance, and governance models

The implementation briefs presented in this final chapter provide a simple and brief overview of the business, financing, and governance models that can be applied in each HUB-IN city to develop their local Hub.

These briefs offer actionable insights on: (1) the business models that can drive the Hub forward; (2) interesting financing models for making those business models and/or proposed actions a reality; (3) suitable governance models that take into account the local context. The models presented can directly support the launch of new products and (public) services. These are all potential models to be used and/or developed further.

The CrowdfundingHub team is available throughout the project (August 2024) to provide on-the-ground support building upon this implementation brief (as part of WP4).

Methodology

The Implementation Briefs emerged out of multiple activities:

- Interviews and workshops have been conducted with each city to review and map the current funding ecosystem. Based on the initial review other pots of funding have been identified that each hub could apply or benefit from.
- Building upon the available knowledge and tools of the project, co-creation techniques were used to list business, finance, and governance models tailored to the needs of each city and each historic urban area.
- Based upon the outcomes and the Roadmaps (described in the previous chapter), the implementation briefs have been developed with the goal of including at least three new products and/or services for implementation until the first stage of market replication.

Throughout these activities, the [HUB-IN clusters of innovation](#) have been our North Star: each action and corresponding business, finance, and governance models are connected to (1) Resilient & Human Connected Places, (2) Cultural Creative Industries, or (3) New Lifestyles.

The on-the-ground reality of the HUB-IN cities

Looking at the separate Implementation Briefs the reader will observe a difference in the breadth and width of the models identified.

As the project develops city teams face all kinds of challenges and changes. Elections, changes in leadership, external circumstances, and many other factors turn city governance into one of the most dynamic political environments. As a result some cities have gone through a more thorough process while others had to wait for clarity on their actions longer.

Taking all the dynamics into account, these Implementation Briefs are a February 2023 snapshot of the most likely actions, and corresponding business, finance, and governance models.

4. The Implementation Briefs

Before reading the Implementation Briefs it's worthwhile to consider a couple of questions that are at the heart of the HUB-IN project.

All HUB-IN cities need *community engagement* to varying degrees. But to what extent will they be able to leverage alternative finance and governance models to enable active engagement? The HUB-IN Business & Financing Model Guide and the HUB-IN Atlas feature dozens of example cases where the community is actively participating, and sometimes igniting, the heritage-led regeneration of historic urban areas.

Ultimately, the governance model determines which stakeholders are involved in the decision-making. So how can the HUB-IN cities make sure they do truly involve all the relevant stakeholders? And how can this involvement lead to resilient, locally rooted business models?

During 2023 answers to these questions will arise as the HUB-IN cities will start to implement their actions.

The following pages display:

1. A generally applicable Implementation Brief with funding models and HUB-IN Atlas cases
2. Tailored Implementation Briefs for Belfast, Brasov, Genova, Grand Angoulême, Lisbon, Nicosia, Slovenska Bistrica and Utrecht.

ABOUT THE IMPLEMENTATION BRIEF

This implementation brief provides a simple and brief overview of the business, financing, and governance models that could be applied in Belfast to develop the Maritime Mile, and/or support the launch of new products and services.

It is part of a different project activities aimed at taking the eight cities from preparation to action:

1. *Belfast's roadmap* outlines the Hub's vision, values, missions and actions.
2. *Belfast's implementation brief* builds upon the Roadmap and informs the Action Plan.
3. *Belfast's Action Plan* provides a planning and an overview of the necessary activities.

As such this implementation brief summarises key outcomes of *Belfast's roadmap*, and offers actionable insights on:

1. the business models that can drive the Hub forward;
2. interesting financing models for making those business models and/or proposed actions a reality;
3. suitable governance models that take into account the local context.

These are all potential models to be used and/or developed further. The CrowdfundingHub team is available throughout the project (August 2024) to provide on the ground support building upon this implementation brief (as part of WP4).

About HUB-IN

Mission

The project 'Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas' (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (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 and is fully aligned with European and international policy (see [Smith, B 2021](#) for an overview).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Lisbon, Slovenska Bistrica, Brasov, Nicosia, Genova, Grand Angoulême, Belfast, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities and the HUB-IN Alliance. The Hubs of innovation and entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main clusters with the potential to deliver sustainable transformation of HUAs: 1) Culture and Creative industries, 2) New Lifestyles and 3) Resilient and Human Connected Places.

Vision

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in cities in a systemic way through the creation of networks of Hubs where innovation will be the main driver.

The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

The consortium behind HUB-IN



INTRODUCING THE BELFAST HUB

The Belfast HUB-IN is the entire Maritime Mile: a vibrant, accessible, heritage destination for current and future generations to enjoy.

There is already significant work underway in positioning and developing the Maritime Mile as a heritage destination and therefore the HUB-IN project can build on this.

The focus of the HUB-IN project is to explore how creative industries and cutting-edge technology companies attracted by the Innovation District can collaborate with existing businesses and communities on the Maritime Mile, improving this unique heritage destination for all users.

Since April 2021 the Belfast HUB-IN has engaged with local people and stakeholders through surveys, questionnaires, one to one meetings and workshops to find out more on local attitudes to the Maritime Mile and identify its strengths, opportunities, threats and weaknesses.

The intangible heritage of the area makes it a source of inspiration and increases community participation and skills. The Maritime Mile is not just a tourist destination but a shared space for the people of Belfast.

Activities:



creative industries



tourism



retail



arts & culture

VISION & MOST IMPORTANT VALUES TO BE CREATED

Vision - Maritime Belfast's vision for the Maritime Mile is to develop a vibrant, accessible, heritage destination for current and future generations to enjoy.

The Belfast HUB-IN is where creatives bring their unique perspectives to support the preservation and enhancement of the Maritime Mile through innovation. It gives value to the intangible heritage of the area, making it a source of inspiration and increases community participation and skills. The Maritime Mile is a shared space for the people of Belfast and not only a tourist destination.

Values

- The Maritime Mile is inclusive, accessible and connected to the local communities
- The Maritime Mile is sustainable
- The Maritime Mile is innovative, open, outward looking and culturally, economically and creatively energetic
- The Maritime Mile is future proofed, connecting the past to the future: Looking back to move forward
- The Maritime Mile creates an environment for collaboration and new partnerships across its inhabitants

These values are well connected and linked with the original Maritime Mile themes and values developed by Maritime Belfast Trust, ensuring the long-term sustainability of the missions and portfolio of key actions identified via the HUB-IN project in the following section

Mission

- Mission 1 – Stimulating innovation and creativity in the Maritime Mile
- Mission 2 - New ways to explore the Maritime Mile
- Mission 3 - A new Maritime Mile economy
- Mission 4 - A Maritime Mile for Belfastians

LOCAL STAKEHOLDERS

Belfast City Council is the main public body facilitating the actions defined in this Implementation Brief.

Innovation City Belfast Belfast is a partnership between seven of the city's key institutions: [Belfast City Council](#), [Belfast Harbour](#), [Belfast Met](#), [Catalyst](#), [Queen's University Belfast](#) and [Ulster University](#), with [Invest Northern Ireland](#) as an advisory partner. It aims to build on these foundations and establish Belfast as a globally significant destination for innovation.

Applicable to business models (12%)

Public

VCSE organisations could be the pathway to citizens for co-creation activities at the pilot stage. They can provide insight into the heritage in their communities and provide stories of the Maritime Mile.

Community - Residents, surrounding communities & local VCSE groups offer rich insight into the history and heritage of the Maritime Mile. They have provided their view on the importance of heritage on the mile and what they would like to see developed.

Applicable to business models (12%)

Community

The [Maritime Belfast Trust](#) is a charity founded in 2007. It implemented multiple changes and championed the waterfront as a vibrant destination, developing a greater understanding of the importance of Belfast's maritime heritage to the city and its visitors.

Private sector landowners could provide a location for testing prototypes. Creative industries have a strong role in the preservation, enhancement and sustainability of the mile. They could offer to be part of the development of the prototypes, co-creation activities, promotion of the Hub.

Applicable to business models (12%)

Private

Future Screen NI comprises the two higher education institutions (Ulster University and QUB) and a number of key industrial partners central to the creative economy in the region, including NI Screen, BBC, Belfast City Council, Belfast Harbour, Causeway Enterprise Agency, Digital Catapult, Catalyst Inc., RTE, Games NI, Kainos, Invest NI, Techstart NI, Matrix and Tourism NI. It could offer support directly to the applicants to the challenge fund. It could also be on the governance and awarding bodies and could potentially have funding to align to HUB IN and could also provide support to organisations applying. In addition they could help develop criteria for the Challenge Call and sit on the award panel.

Applicable to business models (12%)

Education & Research

ACTIONS and/or BUSINESS MODELS

1



Challenge Fund: The organisation will create an environment where creative industries work with local communities to develop creative and innovative prototypes which will be tested across the Maritime Mile.

Goal = to maximise alignment & create added value, enhance through digital innovation, enhance the Maritime Story through digital, immersive & creative industries, connect people Change the look & feel of the area by animating the Buildings & River As a result of the challenge call & include activities such as digital lighting, projections, participative opportunities, lighting installations

A challenge call (Spring 2023) will encourage our creative industry sector to enhance and preserve the heritage on the Maritime Mile

2



Sustainability audit

Sustainability Audit of businesses is intended to judge what sustainability policies they are following, any existing accreditation schemes, and willingness to sign up to a common accreditation scheme. This is likely to lead to some form of sustainability accreditation but this cannot be guaranteed.

An expert organisation will be commissioned to execute the audit.

3



Framework for a connected Waterfront Promenade - Overall framework to shape development and experience on the waterfront, in collaboration with landowners and various development stakeholders. (May provide a platform for challenge call participants where relevant)

This would illustrate planned developments, commercial and residential based and support the Challenge Call applicants to look at how the heritage could be enhanced and preserved in a future Maritime Mile. Change the look and feel of the area and provide a focal point to drive new footfall by animating the Buildings and the River.

This could support the development activities for stakeholders/target audience to explore the area.

CUSTOMERS

local creative industries and innovators

Users of the maritime mile, families, local employees, visitors and local communities

Residents
Local communities
Visitors
Local business
Tourists
Creative Industries

Residents
Local communities
Visitors
Local business
Tourists
Creative industries

WHY THERE'S A (MARKET) NEED

Social: placemaking - attract investors, encouraging people to work & reside in the area. Focus on supporting innovators.

Relevant Atlas case: [Vaartopia - Leuven \(BE\)](#). Strong in working with existing grassroots initiatives. Could be interesting for the next stage of the Maritime Mile. Same ambition of vibrant & creative area (port/water) which had strong traditional industries that have ceased. Both want a site were creatives & heritage will meet Both offer mixed use space and have similar assets Similar Themes - Creative industries; Public space; Tourism Similar Cluster - Creative and cultural resources; Resilient and Human Connected Places Heritage - Buildings and/or monumental structures; Landscape/natural resources' Similar governance & stakeholder

At this moment there is no benchmark and no dashboard, and thus no view on the sustainability performances of businesses in the area. In order to achieve the cities' sustainability goals, such as starting point is necessary.

In the long-run, participating businesses could co-finance the audit.

A framework/view of the Belfast Waterfront Promenade would enable local businesses, citizens and others to plan their prototypes to align with future plans for the area, including sustainability principles.

POTENTIAL FINANCING MODELS
(additional models in Annex 1)

Funded by the municipality. Potential match funding with FSNi, NI screen and grant making trusts (Arts Council NI, Heritage Lottery Fund, national agencies, etc, see Annex 1)

The [Amsterdam Light Festival](#) and [Glow Eindhoven](#) are festivals involving art works and walking trails that attracts lots of visitors. The performing artists respond to open calls by the organisers. Such and other open calls could also be sponsored by local or global firms.

Relevant Atlas cases:

- In [Strip-S](#), example of a joint local cultural fund that safeguards shared principles. Could be a model for the long run.
- [Stará tržnica](#), example of using a community currency which can also involve creatives giving time.
- In the [Kapana Creative District](#), Open Calls between 2014 and 2019 initiated 55 activities, plus a program to make the area attractive for creative industries.

Publicly funded. After the first audit, the Belfast resilience team could help identify sustainability-related funding sources in case of a successful audit. Alternative finance could be interesting for the follow-up of the benchmarking. Alternative finance can be used by local businesses to finance their sustainability efforts.

Relevant Atlas cases:

- In [Darwin](#), an endowment fund, a private non-profit entity, was set-up to finance awareness raising, and funding for experimental projects for an ecological transition. Such a fund could finance future challenge calls to experiment with sustainability.
- [Loos in transition](#) has an R&D centre for sustainable business could that could be an example for the Maritime Mile's long-term goals.
- The [Marineterrein](#), a former naval shipyard is now an experimentation for sustainability and Maritime Heritage. It has a living lab for pioneering projects such as the roboat, an autonomous boat that transports people and collects waste.
- The [NDSM](#) is a former ship building area that is now a place for cultural pioneers, including efforts to green this maritime area.
- [Les Machines de l'île](#), turned a former shipyard into a modern playground.

£10,000 (HUB-IN Budget) allocated by the City Innovation Office has leveraged in another £50,000 from the Waterfront Taskforce Group and another £10,000 from a different department in Belfast City Council as it aligns to the city's Bolder Vision (referenced in the roadmap).

Other match-funding opportunities: sponsorships from brands that want to be affiliated with the Maritime Mile, or local companies that want to be extra visible. The sponsorship could focus on a pre-defined part of the Maritime Mile. It could also be the start of a 'friends of the Maritime Mile' foundation, where local SMEs can join the first year for a small amount so that they become ambassadors the program.

Relevant Atlas cases:

- In the [SOHO Arts district](#) a masterplan was written, commissioned by the municipality (initiated by citizens) that was used to bring together different stakeholders. This developed the necessary infrastructure for long-term success.
- The 3-year [Vantaa Cultural Environment Program](#) is a good example of building from the perception from local stakeholders.
- [SkullL](#) could help inform the tender brief for the expert organisation. SkullL started with lots of calls and meetings to identify the perspective of the users of the heritage.

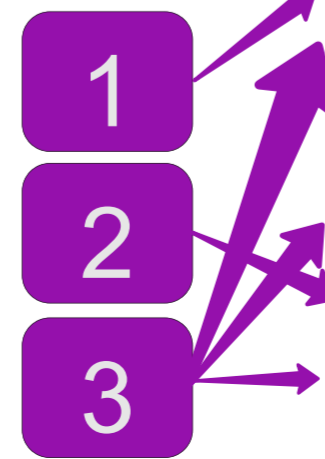
THE IMPLEMENTATION BRIEF BUILDS UPON:

The HUB-IN Atlas offers 80+ cases of heritage-led regeneration in historic urban areas.

The HUB-IN Business & Financing Models Guide provides a complete business and financing models catalogue for heritage-led regeneration of historic urban areas.



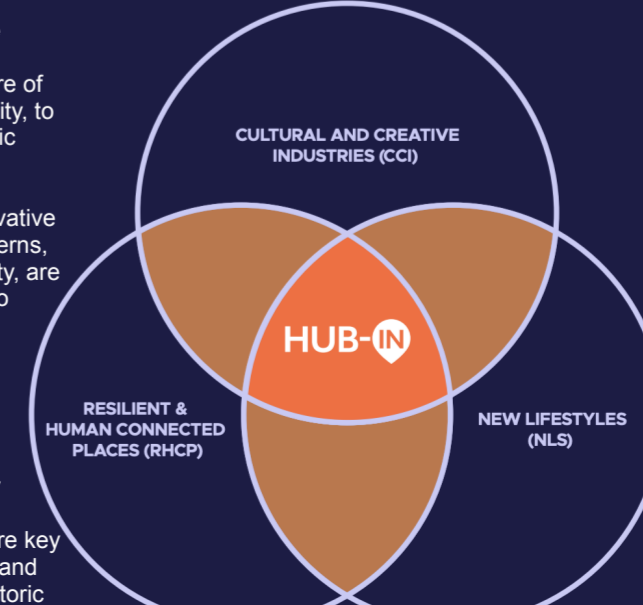
CONNECTIONS WITH THE HUB-IN CLUSTERS OF INNOVATION



Culture and Creative Industries: Cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development.

New Lifestyles: Innovative sustainable living patterns, inclusivity, and diversity, are the main ingredients to improve well-being.

Resilient & Human Connected Places: Sustainable and regenerative use of resources, community cohesion, digital and human connectivity, are key to improve ecological and social resilience of historic places.



FOR MORE INFORMATION

Belfast's HUB-IN team:

Andrea Thornbury
Project Manager, City Innovation Office, Belfast City Council. ThornburyA@belfastcity.gov.uk

Kerrie Sweeney
Chief Executive, Maritime Belfast Trust

Deirdre Ferguson
Innovation Broker, City Innovation Office, Belfast City Council

The CrowdfundingHub team:
Ronald@CrowdfundingHub.eu

The HUB-IN project leader:
veragregorio@lisboaenova.org

Project website:
www.hubin-project.eu

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

ABOUT THE IMPLEMENTATION BRIEF

This implementation brief provides a simple and brief overview of the business, financing, and governance models that could be applied in Brasov to develop [NAME HUB], and/or support the launch of new products and services.

It is part of a different project activities aimed at taking the eight cities from preparation to action:

1. *Brasov's roadmap* outlines the Hub's vision, values, missions and actions.
2. *Brasov's implementation brief* builds upon the Roadmap and informs the Action Plan:
3. *Brasov's Action Plan* provides a planning and an overview of the necessary activities.

As such this implementation brief summarises key outcomes of *Brasov's roadmap*, and offers actionable insights on:

1. the business models that can drive the Hub forward;
2. interesting financing models for making those business models and/or proposed actions a reality;
3. suitable governance models that take into account the local context.

These are all potential models to be used and/or developed further. The CrowdfundingHub team is available throughout the project (August 2024) to provide on the ground support building upon this implementation brief (as part of WP4).

About HUB-IN

Mission

The project 'Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas' (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (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 and is fully aligned with European and international policy (see [Smith, B 2021](#) for an overview).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Lisbon, Slovenska Bistrica, Brasov, Nicosia, Genova, Grand Angoulême, Belfast, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities and the HUB-IN Alliance. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main clusters with the potential to deliver sustainable transformation of HUAs:

1) Culture and Creative Industries, 2) New Lifestyles and 3) Resilient and Human Connected Places.

Vision

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in cities in a systemic way through the creation of networks of Hubs where innovation will be the main driver.

The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

The consortium behind HUB-IN



INTRODUCING BRASOV'S HUB

The local hub strives to foster Brasov historic urban area as an authentic, multicultural, sustainable and inclusive place that invites people of all age groups to linger and take their time to enjoy the public space while highlighting its traditions and creativity.

The main HUB-IN place is the historic urban area of Brasov, slightly extended to include other attractions as well, such as the Drama Theater, the Fortress Hill, the old centre - Unirii Square.

Activities:



housing



tourism



retail



arts & culture

VISION & MOST IMPORTANT VALUES TO BE CREATED

Genuine &
InclusivePeople-centric, relaxing,
seeking physical &
psychological well beingSustainable &
Resilient

RESOURCES (LOCAL) STAKEHOLDERS CAN PROVIDE

Stakeholders groups:

- Brasov Municipality (different departments)
- Historic Monuments Foundation

Resources:

- Financial resources
- Logistic resources
- Governance & policies
- Communication process towards the community

Applicable to business model(s): 1/2/4

Public

Stakeholders groups:

- HoReCa industry
- HUA Business Owners

Resources:

- Openness to have a constructive dialogue, to find positive solutions for all parties involved
- Determination to try/ test new innovative solutions
- Availability to invest

Applicable to business model(s): 1/2/3

Private

Stakeholders groups:

- Civil society NGOs
- Citizens

Resources:

- Openness to dialogue, participation in public consultations
- Participation to contests of ideas, participatory budgeting

Applicable to business model(s): 1/2/3

Community

Stakeholders groups:

- Architects Order
- Transilvania University

Resources:

- Volunteering in public actions
- Knowledge
- Analysis

Applicable to business model(s): 1/2/3

Education & Research

ACTIONS and/or BUSINESS MODELS

1



Acting towards a balanced and inclusive use of the public domain in Braşov HUA - Redesign small public squares and intersection points as places for people to congregate and relax.

HUA regeneration through pretext objects for relaxation & socialization, vegetation, drinking fountains, public artwork by local artists ideally interactive and telling the stories of the place, playgrounds etc. The city of Brasov needs to implement an innovative participatory approach to attract the development of urban art, as well as the preservation and revalorization of the rich cultural local heritage found in the HUA.

Design and implement temporary use of the public space for different functionalities and user groups creating a special and changing atmosphere and dynamic in the HUA according to different moments of the day

2



The city as a Classroom - Accessibility, Education & Engagement through the "Pretext Objects" in Braşov physical HUB

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

Create a network of local stakeholders that will engage the public space of the HUA as an interior space to be used for their daily activities (open air classrooms, debates, guided tours, small events).

Employ a participatory design strategy in order to develop site specific public furniture - the physical support of the „city as classroom" concept („pretext objects").

3



Immersive night-time experience in Braşov HUA - Implement a lighting scheme to emphasize heritage buildings

Masterplan for the architectural lighting of the HUA, establishing a set of conditions (temperature, intensity, angles etc.) for the lighting of buildings, monuments, objectives in the Historical Centre, to create a unique aspect of the HUA. Regulate public and private advertising and provide appropriate guidance to control light pollution and use of defined materials (wood, stone)

Embedding lights in "pretext objects" of action 2

CUSTOMERS

General public (residents, tourists, youth, old, children).

General public (residents, tourists, certain businesses), public sector, cultural industries, educational institutes.

General public

WHY THERE'S A (MARKET) NEED

There is no free of charge space for relaxation. In public policy there is a need for more inclusive services to improve the quality of life.

Currently, the public area in the HUA is massively occupied by HoReCa businesses. The proportion of occupancy increases constantly, it is not temporary anymore and has become definitive. There is a high need to reorganize space, functionalities and allow the necessary conditions for emergency services (police, ambulances, fire fighters) to be efficient in the HUA.

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

The heritage value of the site is temporarily understood as mere decor for restaurants, terrace space and shopping experience.

The actual heritage and cultural history of the HUA is not valued.

The aspect of the HUA is currently non unitary and not adequate to a historical center. There is a multitude of lighting types, colors, intensities, temperatures. Not all monuments, historical buildings or heritage edifices are valued, highlighted or showcased.

On the other hand, where private sector is involved, there is a high lighting pollution, lack of unitary aspect and non-efficient equipment. Through the Masterplan, the team could propose general conditions to be respected by all business owners.

POTENTIAL FINANCING MODELS
& relevant example cases

If ABMEE can use the funding available from the HUB-IN project to finance action 1 and 3, the furniture and lighting schemes, then the money currently reserved by the municipality for the furniture could be used to finance action 2. For all actions it is possible to attract additional funding as well.

- Additional funding could come from **reward-based financing** schemes. This would also individuals and businesses to donate money to finance the furniture, and in return they would get a reward such as: an invitation for the opening or having their names pictured on the pieces of furniture. This is a good way to demonstrate willingness from local stakeholders to make the improvements.
- Reward-based financing can be combined with **match funding**. In this case local citizens and business would crowdfund the furniture, but the amount raised in the campaign would be doubled by the available HUB-IN budget of other public funds.
- Finally, a 'Business Club X' could provide sponsorship for a maximum of X sponsors. A signboard could make the names of the supporters visible.

Relevant Atlas cases:

- **Peissnitzhaus** > implement community shares to support the development of the re-design of squares and rehabilitation of inner courtyards.
- **Strip-S** > local cultural fund could also be created in Brasov to support the HUA regeneration.
- **New Centre Łódź** > Financial institutions could also contribute to the fund.
- **Soho Arts District** > Arts and culture drive regeneration and attract EU and local funding for a renewed public lighting system.
- **Grainger Town** > Private urban area improvement, leveraging public funding to attract private funding.
- **Vantaa Cultural Environment Programme**: The City of Vantaa has implemented an innovative participatory approach to design a set of guidelines for the preservation, development, and revalorisation of the rich cultural heritage of Vantaa. Throughout a three-year programme, 100 public officials from different policy fields and nearly 3,000 residents have participated in setting a vision, target, and set of measures for the preservation and development of the city's cultural heritage.

The workshops for action 2 (pre-text objects) should be financed publicly, but additional funding for follow-up workshops (after 2024) can be raised by private businesses or general public.

Relevant Atlas cases:

- **Kapana Creative District**, public entity initiatives collaboration between private actors to revitalise a historical artisans' quarter.
- **Kypseli Municipal Market**, public entity initiatives collaboration between private actors to revitalise a local food market into an attractive public space.
- At the **Idrja Miners' Houses** an urban game was developed that visitors can play on their smartphone to complete challenges and learn about heritage.
- **C-Mine** provides [Virtual reality experience](#) to learn about the mining heritage of the area.

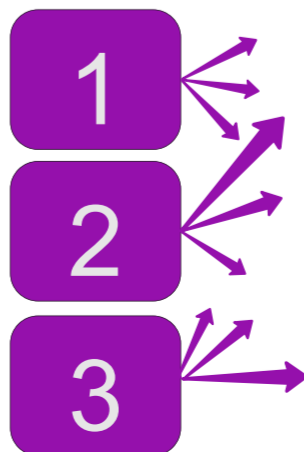
THE IMPLEMENTATION
BRIEF BUILDS UPON:

The **HUB-IN Atlas** offers 80+ cases of heritage-led regeneration in historic urban areas.

The **HUB-IN Business & Financing Models Guide** provides a complete business and financing models catalogue for heritage-led regeneration of historic urban areas.

HUB-IN Business
& Financing Models
Guide

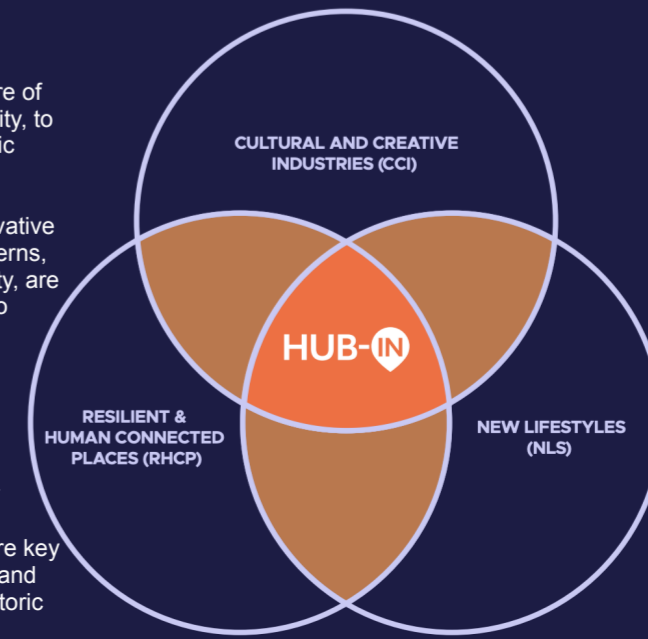
Including the HUB-IN Business & Financing Model Catalogues

CONNECTIONS WITH
THE HUB-IN CLUSTERS
OF INNOVATION

Culture and Creative Industries: Cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development.

New Lifestyles: Innovative sustainable living patterns, inclusivity, and diversity, are the main ingredients to improve well-being.

Resilient & Human Connected Places: Sustainable and regenerative use of resources, community cohesion, digital and human connectivity, are key to improve ecological and social resilience of historic places.



FOR MORE INFORMATION

Brasov's HUB-IN team:
leea.mihaila@abmee.ro
anca.grigore@abmee.ro

The CrowdfundingHub team:
Ronald@CrowdfundingHub

The HUB-IN project leader:
veragregorio@lisboaenova.org

Project website:
www.hubin-project.eu



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

ABOUT THE IMPLEMENTATION BRIEF

This implementation brief provides a simple and brief overview of the business, financing, and governance models that could be applied in Genova to develop the main cultural and commercial streets of the western part of Genova's Old Town, and/or support the launch of new products and services.

It is part of a different project activities aimed at taking the eight cities from preparation to action:

1. *Genova's roadmap* outlines the Hub's vision, values, missions and actions.
2. *Genova's implementation brief* builds upon the Roadmap and informs the Action Plan:
3. *Genova's Action Plan* provides a planning and an overview of the necessary activities.

As such this implementation brief summarises key outcomes of *Genova's roadmap*, and offers actionable insights on:

1. the business models that can drive the Hub forward;
2. interesting financing models for making those business models and/or proposed actions a reality;
3. suitable governance models that take into account the local context.

These are all potential models to be used and/or developed further. The CrowdfundingHub team is available throughout the project (August 2024) to provide on the ground support building upon this implementation brief (as part of WP4).

About HUB-IN

Mission

The project 'Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas' (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (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 and is fully aligned with European and international policy (see [Smith, B 2021](#) for an overview).

In the first stage of HUB-IN, a network of Hubs of Innovation and Entrepreneurship will be developed in the HUAs of eight city partners (Lisbon, Slovenska Bistrica, Brasov, Nicosia, Genova, Grand Angoulême, Belfast, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities and the HUB-IN Alliance. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main clusters with the potential to deliver sustainable transformation of HUAs: 1) Culture and Creative Industries, 2) New Lifestyles and 3) Resilient and Human Connected Places.

Vision

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in cities in a systemic way through the creation of networks of Hubs where innovation will be the main driver.

The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

The consortium behind HUB-IN



INTRODUCING THE GENOVA HUB

Genova is the capital of Liguria, a region facing the sea, located in the Northwest of Italy. It is the largest seaport in the country and the sixth largest city overall, with a population of 575,240 inhabitants.

The focus area of HUB-IN comprises the main cultural and commercial streets of the western part of Genova's Old Town, forming a transversal axis starting from Via di Pre', continuing to Via del Campo and via S. Luca and ending in Piazza Banchi. The area, close to the Old Port, is characterised by a strong cultural and ethnic mix and has been suffering from the gradual disappearance of quality economic and social activities.

The Genoa HUB-IN place will not be one single location in the HUA, but it will consist of a set of widespread activities making up the place. The team will consider the temporary use of existing spaces (Municipal and civil society's) and will use the pilot area's streets and squares to host events and activities involving entrepreneurs, shop owners and citizens. The **vision** is to innovate while respecting traditions: to bring new life to the historical centre by rediscovering its identity and culture and by defining new functions and services to support the local communities. Several programs and activities are underway:

- The **Caruggi Urban Innovation Programma** is an action plan, approved by the Municipality in November 2020. It's main goal is to make the Historic Centre of Genova a liveable, safe and clean place, with the best available services. The total planned investment are to 137 million euro. The integrated action plan was co-created with local stakeholders. (CCI, NLS & RHCP)
- Ministry of Sustainable Infrastructures and Mobility: allocated over EUR 57 million from its National Recovery and Resilience Plan, specifically to those actions of the Caruggi plan that are to be implemented within the HUB-IN pilot area.
- The **Management plan for the UNESCO site Genova, le Strade Nuove and the system of the Palazzi dei Rolli** defining a series of integrated strategic plans through which to identify goals and measures for the conservation and enhancement of the UNESCO Site until 2024, with a view to increasing its cultural impact on Genova's social and economic fabric. (CCI & RHCP)
- he **Genova Blue District**, launched in November 2020, is a new physical hub created to support innovation and development of the blue economy. (CCI)
- The **2022 Ocean Race** will arrive in Genova in the summer of 2023. A call addressed to innovative and sustainable start-ups will be launched offering them a venue to show their innovative products. (NLS & RHCP)
- **Genova Jeans** started as a Festival aiming to celebrate the Genoese origin of denim jeans. Now the project foresees the creation of a Jeans District characterised by innovation and sustainability and aiming at capitalising and developing the immaterial heritage of the city. It promotes (international) networking and technical support aimed at helping creative companies establish their activity the HUA area. (CCI)

Activities:



housing



tourism



retail



arts & culture

VISION & MOST IMPORTANT VALUES TO BE CREATED



INCLUSIONE

Genova's historical centre as an inclusive place



SCAMBIO E CONDIVISIONE

Genova's historical centre as a place to share & exchange



ESPERIENZA

Genova's historical centre more than a place, as a full-senses experience

RESOURCES (LOCAL) STAKEHOLDERS CAN PROVIDE

The Municipality's Job Centre, linked third party in the HUB-IN project will coordinate action 1 and 3.
The Municipality's "Urban Planning" Department will coordinate action 2 and 3.

The Municipality's "Economic Development" department will coordinate action 3 with support from the Urban Planning department.

Applicable to business models: 1/2/3/4

Public

Students
Artists
Ethnic communities
Inhabitants associations

Applicable to business models: 1/2/3/4

Community

Trade & civil society associations can provide know-how and skills/knowledge to run the vocational training. These entities can support with stimulating the digital and sustainability transitions through support and training actions.

Applicable to business models: 1/2/3/4

Private

Genua's Academy of Fine Arts supports with action 2.

Schools can support with the facilitation of training.

Theaters, museums, and all nearby cultural resources such as MUMA, immigration museum, the university library, the Jeans laboratory,

Education & Research

ACTIONS and/or BUSINESS MODELS



Urban outfitting for an inclusive and sustainable HUA - Urban Outfitting to support new and existing businesses by fostering social gathering, inclusion and reversing trends of abandonment

The Genova HUB-IN team will develop a tender for the development of a project aimed at providing co-created creative, artistic and "green" urban outfitting and furniture solutions in the HUA. The urban outfitting project should focus on creating new opportunities for social gathering, inclusion and cohesion among local residents (the main target of the action), thus increasing their wellbeing as well as the liveability of the area. As a secondary effect of the action, the HUA will also be revitalized from an aesthetic viewpoint.



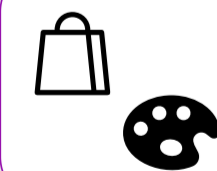
Public Art Initiative - Provide a new perception and experience of the HUA through Public Art. The Public Art exhibition will be located primarily in the HUAs' main streets and squares. The public art initiative aimed at supporting local retailing and revitalizing the area by increasing footfall in the HUA.

The initiative will create and temporarily install various kinds of artworks in the windows and surrounding space of the HUAs' local shops/retailers/restaurants willing to host them as well as in the windows and shop front shutters of the many vacant commercial spaces that are present in the area. The artworks will be created by local young artists as engaged by the Academy of Fine Arts, and will be organized as to form a proper exhibition: they will not be isolated works of art, but each of them will be part of a common artistic path to be discovered by visitors.



Creative Storytelling (tender, exhibits & possibly events) - Preserving and enhancing the tangible and intangible assets of the HUA, through a visual storytelling project involving the creative sector. €60.000 tender will be launched.

Involve the residents and city-users in initiatives to re-purpose and re-imagine the public spaces through public art, with urban events and projects to involve the different social, generational and cultural groups present in the area and valorise the multi-cultural aspects of the area and enhance its immaterial heritage and cultural values. These initiatives will involve a broad set of actors: inhabitants, Academy of Fine Arts and Universities, ethnic communities, young people, cultural and social associations, artists of different generations representing the various types of art.



Acceleration Programme/ Develop and run a call for innovators - Innovate the local entrepreneurial ecosystem by bringing new ideas and projects to the HUA through a call targeting Cultural and Creative Industries in the HUA. €100.000 fund

Innovate existing economic activities by promoting the adoption of new business models, stimulating the digital and sustainability transition with support and training actions to be developed in collaboration with trade associations. Instead of suffering from the current changes in retail habits (shift to online shopping, etc.), activities will adapt to the new context by finding new markets and flourishing, hence bringing new life to the area.

CUSTOMERS

Local residents and other users of the area.

Local shops/retailers/restaurants
Owners of those empty spaces).

Young artists and students from the Academy of Fine Arts.

Visitors, citizens and tourists.

Young artists and students from the Academy of Fine Arts.

Visitors, citizens and tourists.

Innovative startups, local shopkeepers and creative industry

WHY THERE'S A (MARKET) NEED

There is a lack of space for social gatherings in the public areas. This limits the potential for inclusion and cohesion.

There is a lack of footfall in the area limiting the potential for local retailers.

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

There is a lack of innovation and entrepreneurship in this area. Most businesses are traditional businesses and have not adapted to the digital age.

POTENTIAL FINANCING MODELS & relevant example cases (additional models in Annex 2)

The first 3 actions will be funded by the HUB-IN budget. Additional funding could come from **reward-based financing schemes**. This would also individuals and businesses to donate money, and in return they would get a reward such as: an invitation for the opening or having their names pictured on the pieces of furniture and/or other improvements. This is a good way to demonstrate willingness from local stakeholders to make the improvements. Reward-based financing can be combined with **match funding**. In this case local citizens and business would crowdfund the furniture, but the amount raised in the campaign would be doubled by the available HUB-IN budget. Finally, a 'Business Club X' could provide sponsorship for a maximum of X sponsors. A signboard could make the names of the supporters visible.

Relevant Atlas cases:

- [Kapana Creative District](#), public entity initiatives collaboration between private actors to revitalise a historical artisans' quarter.
- [Kypseli Municipal Market](#), public entity initiatives collaboration between private actors to revitalise a local food market into an attractive public space.

At the [Idrija Miners' Houses](#) an urban game was developed that visitors can play on their smartphone to complete challenges and learn about heritage.

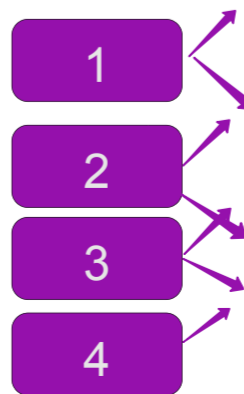
Additional financing models that could be used:

- [Peissnitzhaus](#) > Implement community shares to support the development of the re-design of squares and rehabilitation of inner courtyards.
- [Strijp-S](#) > local cultural fund could also be created in Brasov to support the HUA regeneration.
- [New Centre Łódź](#) > Financial institutions could also contribute to the fund.
- [Soho Arts District](#) > Arts and culture drive regeneration and attract EU and local funding for a renewed public lighting system.
- [Grainger Town](#) > Private urban area improvement, leveraging public funding to attract private funding.
- [Vantaa Cultural Environment Programme](#): The City of Vantaa has implemented an innovative participatory approach to design a set of guidelines for the preservation, development, and revitalisation of the rich cultural heritage of Vantaa. Throughout a three-year programme, 100 public officials from different policy fields and nearly 3,000 residents have participated in setting a vision, target, and set of measures for the preservation and development of the city's cultural heritage.
- [Dortmunder U](#) put a new purpose for an old brewery. It happened to be in an area that was being revitalised. The building changed the focus and turned it into a creative and artistic neighbourhood. Creative industries incubator + residency program
- [Loos in transition](#) has an R&D centre for sustainable business could that could be an example for the Maritime Mile's long-term goals.
- The [Marineterrein](#), a former naval shipyard is now an experimentation for sustainability and Maritime Heritage. It has a living lab for pioneering projects such as the robot, an autonomous boat that transports people and collects waste.
- The [NDSM](#) is a former ship building area that is now a place for cultural pioneers, including efforts to green this maritime area.
- In [Darwin](#), an endowment fund, a private non-profit entity, was set-up to finance awareness raising, and funding for experimental projects for an ecological transition. Such a fund could finance future challenge calls to experiment with sustainability.
- [Les Machines de l'île](#), turned a former shipyard into a modern playground.

HUB-IN funding will be used in the initial stage. For the long term, the accelerator could become a professional organisation that attracts funding from investors and businesses to finance its costs in return for investment opportunities. A light form is to organise periodic challenges, sponsored by public and/or private sector organisations. Examples of acceleration Program reference cases from the HUB-IN Atlas:

- [BASE Milano](#)
- [Fabryka Sztuki](#)
- [Gamlestadens Fabrikker](#)
- [Hallarna](#)
- [SS Trinità Delle Monache](#)

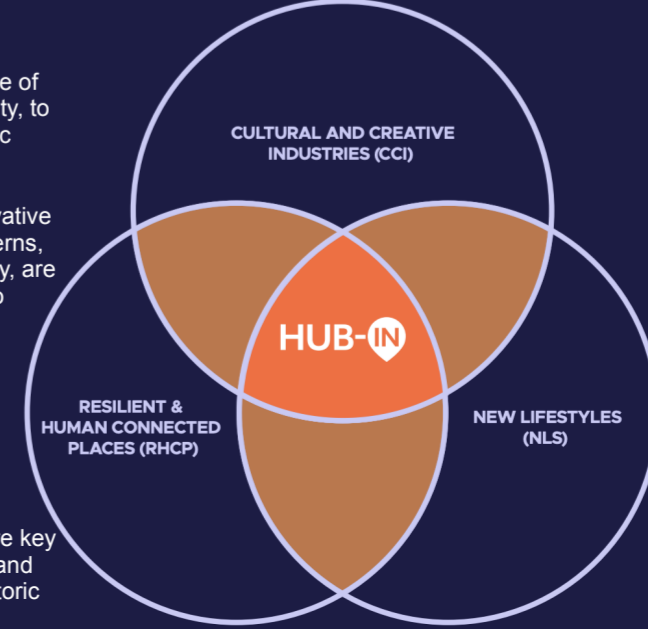
CONNECTIONS WITH THE HUB-IN CLUSTERS OF INNOVATION



Culture and Creative Industries: Cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development.

New Lifestyles: Innovative sustainable living patterns, inclusivity, and diversity, are the main ingredients to improve well-being.

Resilient & Human Connected Places: Sustainable and regenerative use of resources, community cohesion, digital and human connectivity, are key to improve ecological and social resilience of historic places.



GOVERNANCE MODELS

An **Area Preservation Trust** is a governance model for regenerating a historical urban area. This is a nonprofit organisation with a mission to preserve a specific cultural heritage site or building. These trusts can: (1) connect and involve the local community, private institutions and public bodies to provide complimentary resources to conservation efforts. (2) The area preservation trust is an effective vehicle to attract different funding models such as revolving funds and funding sources including crowdfunding, philanthropy and public grants.

- For example, the [Hastings Pier Charity](#) crowdfunded 590.000 Pounds from over 3000 people who are now the pier's co-owners. The campaign was the final piece of the 14 million pounds Heritage Lottery Fund restoration project. Two years later in 2016 the pier reopened. (See page 73 of the [HUB-IN guide](#).)
- In [Otwarty Jazdów](#) (HUB-IN Atlas), a neighbourhood was saved from demolition by the local community. The municipality remained the owner, but the buildings are now managed by the community.
- The [Maritime Belfast Trust](#) has been preserving and promoting the Maritime Mile and Belfast's rich maritime heritage [for +15 years](#).

A **Community Land Trust** could also be an interesting governance model because of its inclusivity. Community Land Trusts (CLTs) allow for a diverse ownership structure. The ownership of the land gets separated from the ownership of the built assets, and the tripartite form of governance prevents any exclusive decision making. Residents, the civil society (wider community) and public authorities have equal power. As a result, CLTs can acquire, protect and develop real estate assets for the common good and for local communities. (See page 75-76 of the [HUB-IN guide](#).)

Shop owners could set-up a foundation and/or form a cooperative in order to advance long-term common goals. [Taking back High Street](#) is an example that show how having local ownership can strengthen resilience and help to increase community engagement.

["De 9 straatjes"](#) is an example of local shops from a single neighbourhood in Amsterdam, working together to promote their area.

Relevant cases from the HUB-IN Atlas:

- [Kiley](#) is a good example of an artist collective providing support.
- [Largo Residências](#) is a good example of a community cooperative.
- [Poria Palazzo](#) is a collaboration between municipality and the artisan school.

FOR MORE INFORMATION

Genova's HUB-IN team:

Cristina Giusso, cgiusso@comune.genova.it
Silvia Campailla, scampailla@comune.genova.it
Sonia Startari, sstartari@comune.genova.it
fabio.tenore@job-centre.srl.it
Fossa Michela - fossa@ireliguria.it

The CrowdfundingHub team:

Ronald@CrowdfundingHub.eu

The HUB-IN project leader:

veragregorio@lisboaopena.org

Project website:

www.hubin-project.eu



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



THE IMPLEMENTATION BRIEF BUILDS UPON:

The **HUB-IN Atlas** offers 80+ cases of heritage-led regeneration in historic urban areas.

The **HUB-IN Business & Financing Models Guide** provides a complete business and financing models catalogue for heritage-led regeneration of historic urban areas.



ABOUT THE IMPLEMENTATION BRIEF

This implementation brief provides a simple and brief overview of the business, financing, and governance models that could be applied in Lisbon to develop the Centro de Inovação da Mouraria (CIM), and/or support the launch of new products and services.

It is part of a different project activities aimed at taking the eight cities from preparation to action:

1. *Lisbon's roadmap* outlines the Hub's vision, values, missions and actions.
2. *Lisbon's implementation brief* builds upon the Roadmap and informs the Action Plan:
3. *Lisbon's Action Plan* provides a planning and an overview of the necessary activities.

As such this implementation brief summarises key outcomes of *Lisbon's roadmap*, and offers actionable insights on:

1. the business models that can drive the Hub forward;
2. interesting financing models for making those business models and/or proposed actions a reality;
3. suitable governance models that take into account the local context.

These are all potential models to be used and/or developed further. The CrowdfundingHub team is available throughout the project (August 2024) to provide on the ground support building upon this implementation brief (as part of WP4).

About HUB-IN

Mission

The project 'Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas' (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (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 and is fully aligned with European and international policy (see [Smith, B 2021](#) for an overview). In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Lisbon, Slovenska Bistrica, Brasov, Nicosia, Genova, Grand Angoulême, Belfast, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities and the HUB-IN Alliance. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main clusters with the potential to deliver sustainable transformation of HUAs: 1) Culture and Creative industries, 2) New Lifestyles and 3) Resilient and Human Connected Places.

Vision

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in cities in a systemic way through the creation of networks of Hubs where innovation will be the main driver.

The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

The consortium behind HUB-IN



INTRODUCING LISBON'S HUB

Grand Angoulême is an urban and suburban territory with an industrial tradition which, after a crisis linked to deindustrialisation in the 1970s, has succeeded in (relatively) converting its economy towards creative and cultural industries, thanks in particular to the Comic Strip Festival (50th edition in 2023) and to significant support for the image sector (cartoons, video games, etc.) This desire to turn the page can constitute a risk of loss of identity. The know-how, traditions and built elements of the industrial period are sometimes poorly known and little protected.

These different heritages which testify to the urban identity of Grand Angoulême are not limited to the city centre but are scattered throughout the territory on an inter-communal scale. In fact, urban development has taken place since the factories and mills whose location was linked to the presence of water as a driving force, rather than to their proximity to the city centre. For this reason, the Historic Urban Area (HUA) of Grand Angoulême goes beyond the municipal limits and can touch several districts. The creative and cultural industries present in the area do not have the infrastructure or tools to network locally and become part of the area and its urban history in a sustainable way.

Activities:



housing



tourism



retail



arts & culture

VISION & MOST IMPORTANT VALUES TO BE CREATED

INCLUSIVE,
INTERGENERATIONAL
& MULTICULTURALWELL-BEING
ORIENTEDSUSTAINABLE &
REGENERATIVEAUTHENTIC &
EMPOWERING TRADITION

RESOURCES (LOCAL) STAKEHOLDERS CAN PROVIDE

- Grand Angoulême
- Conseil de développement
- Charente Nature
- CDRP 16 (randonnée)
- DRAC
- FRAC

Applicable to business model(s): 1/2/3

Public

- Metropolitan Trail

- Maison des auteurs
- Pôle Magélic
- Musée du Papier
- Cité de la BD
- La Nef
- PAH
- l'Alpha

Applicable to business model(s): 1/2/3

Community

Applicable to business model(s): 1/2/3

Education & Research

ACTIONS and/or BUSINESS MODELS

1



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

Mapping the heritage, and particularly the small and intangible heritage, at the scale of the urban area of GrandAngoulême. The action consists in carrying out an inventory, a bibliography and a collective survey on the scale of an inter-communal territory marked for several centuries by various industrial activities.

The result is a new **geographical database** that makes it possible to identify the characteristic urban situations of Grand Angoulême and the related heritage issues.

2



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

Create urban itineraries that reveal the specific heritage features of Grand Angoulême inspired by the "Metropolitan Trails" approach.

A metropolitan trail is a walking itinerary that explores and invites new representations of urban spaces from everyday territories. They are at the crossroads of the worlds of art, culture, urban planning, mobility and sport.

3



Set up an itinerant hub of innovation : "Caravane Creative Lab" (CCL). To overcome the lack of a common space between the partners of the territory, and in particular the creative and cultural industries, we envisage the creation of the "Caravan Creative Lab", an innovation hub dedicated to the valorisation of heritage and the creation of narratives anchored in the local urban geography and in coherence with the contemporary issues linked to urban regeneration and the global ecological crisis.

4



Create and run an OPEN CALL to raise awareness about cultural heritage

Two open calls (one in 2023 and one in 2024) addressed to all artists, local associations and educational structures. The open calls will comprise two stages: 1) artistic commissions meeting precise specifications (web project on the sound archives, comic strip, podcast, etc.), 2) an open call for proposals, of the "carte blanche" type.

CUSTOMERS

Citizens
Tourism
Local businesses

Local citizens
Local businesses
Tourism

Innovators & entrepreneurs
Local businesses

Innovators
Creative industry

WHY THERE'S A (MARKET) NEED

Current information about the historical heritage is not well documented. For further development of the city, this need to be explored and documented.

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

A metropolitan trail will promote the area, offers additional walks for citizens and support local communities and artists.

The region has about a hundred companies/associations specialising in the image, including more than 12 schools.

There is a need to connect these companies stronger with each other and with the heritage of the buildings they operate in.

Greater Angoulême has many professionals in the field of image (schools, animation studios, comic strip authors) whose job is ultimately to tell stories. However, these actors do not have sufficient incentives or platforms to invest time in engaging with local heritage.

POTENTIAL FINANCING MODELS

HUB-IN Budget to develop the initial database. Initial funding could come from a combination of public and private funding to map additional parts of the city and region. Funding could come from the "Area preservation trust"(see governance models) when added value is shw for businesses and citizens.

HUB-IN funding will be used it to develop th trail in 2023 and 2024. Additional funding for this trail is ot required at this moment. The heritage and follow up activities could be done by the new organisations (foundation or association) that will be alunched after the HUB-in project finished.

The caravan walks will be organized by Metropolitan Trail by HUB-in funding during 2023 en 2024. After 2023 the activities could be taken over by the new association.

Initial funding comes from HUB-in. Additional funding could come from businesses sponsoring follow-up calls. This can be done independently, but also through the new association where a (small) part of the funding will be allocated for these open calls.

GOVERNANCE MODELS

An **Area Preservation Trust** is a governance model for regenerating a historical urban area. This is a nonprofit organisation with a mission to preserve a specific cultural heritage site or building. These trusts can: (1) connect and involve the local community, private institutions and public bodies to provide complimentary resources to conservation efforts. (2) The area preservation trust is an effective vehicle to attract different funding models such as revolving funds and funding sources including crowdfunding, philanthropy and public grants.

- For example, the [Hastings Pier Charity](#) crowdfunded 590.000 Pounds from over 3000 people who are now the pier's co-owners. The campaign was the final piece of the 14 million pounds Heritage Lottery Fund restoration project. Two years later in 2016 the pier reopened. (See page 73 of the [HUB-IN guide](#).)
- In [Charity Lezbois](#) (HUB-IN Atlas), a neighbourhood was saved from demolition by the local community. The municipality remained the owner, but the buildings are now managed by the community.
- The [Maritime Belfast Trust](#) has been preserving and promoting the Maritime Mile and Belfast's rich maritime heritage [for +15 years](#).

A **Community Land Trust** could also be an interesting governance model because of its inclusivity. Community Land Trusts (CLTs) allow for a diverse ownership structure. The ownership of the land gets separated from the ownership of the built assets, and the tripartite form of governance prevents any exclusive decision making. Residents, the civil society (wider community) and public authorities have equal power. As a result, CLTs can acquire, protect and develop real estate assets for the common good and for local communities. (See page 75-76 of the [HUB-IN guide](#).)

Shop owners could set-up a foundation and/or form a cooperative in order to advance long-term common goals. [Taking back High Street](#) is an example that show how having local ownership can strengthen resilience and help to increase community engagement.

[De 9 straatjes](#) is an example of local shops from a single neighbourhood in Amsterdam, working together to promote their area. (The [Associação de Comerciantes do Bairro de Alfama](#) could be a good starting point.)

Relevant cases from the HUB-IN Atlas:

- [Kitey](#) is a good example of an artist collective providing support.
- [Largo Residências](#) is a good example of a community cooperative.
- [Porta Palazzo](#) is a collaboration between municipality and the artisan school.

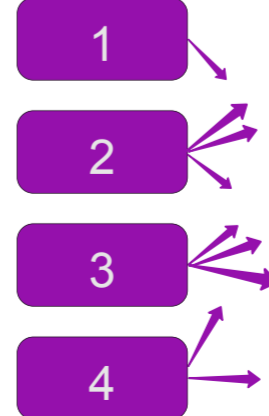
THE IMPLEMENTATION BRIEF BUILDS UPON:

The **HUB-IN Atlas** offers 80+ cases of heritage-led regeneration in historic urban areas.

The **HUB-IN Business & Financing Models Guide** provides a complete business and financing models catalogue for heritage-led regeneration of historic urban areas.



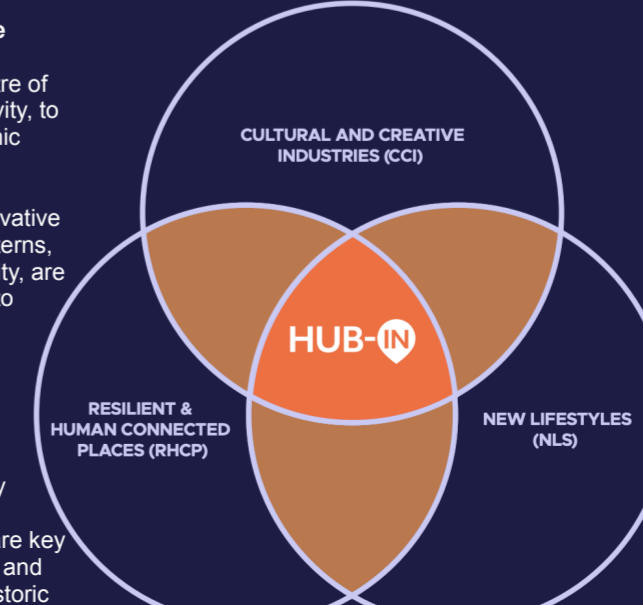
CONNECTIONS WITH THE HUB-IN CLUSTERS OF INNOVATION



Culture and Creative Industries: Cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development.

New Lifestyles: Innovative sustainable living patterns, inclusivity, and diversity, are the main ingredients to improve well-being.

Resilient & Human Connected Places: Sustainable and regenerative use of resources, community cohesion, digital and human connectivity, are key to improve ecological and social resilience of historic places.



FOR MORE INFORMATION

Lisbon HUB-IN team:

andre.martins@cm-lisboa.pt
susy.silva@cm-lisboa.pt
dianahenriques@lisboaenova.org

The CrowdfundingHub team:

Ronald@CrowdfundingHub

The HUB-IN project leader:

veragregorio@lisboaenova.org

Project website:

www.hubin-project.eu



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

ABOUT THE IMPLEMENTATION BRIEF

This implementation brief provides a simple and brief overview of the business, financing, and governance models that could be applied in Lisbon to develop the Centro de Inovação da Mouraria (CIM), and/or support the launch of new products and services.

- It is part of a different project activities aimed at taking the eight cities from preparation to action:
1. *Lisbon's roadmap* outlines the Hub's vision, values, missions and actions.
 2. *Lisbon's implementation brief* builds upon the Roadmap and informs the Action Plan:
 3. *Lisbon's Action Plan* provides a planning and an overview of the necessary activities.

As such this implementation brief summarises key outcomes of *Lisbon's roadmap*, and offers actionable insights on:

1. the business models that can drive the Hub forward;
2. interesting financing models for making those business models and/or proposed actions a reality;
3. suitable governance models that take into account the local context.

These are all potential models to be used and/or developed further. The CrowdfundingHub team is available throughout the project (August 2024) to provide on the ground support building upon this implementation brief (as part of WP4).

About HUB-IN

Mission

The project 'Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas' (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (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 and is fully aligned with European and international policy (see [Smith, B 2021](#) for an overview). In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Lisbon, Slovenska Bistrica, Brasov, Nicosia, Genova, Grand Angoulême, Belfast, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities and the HUB-IN Alliance. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main clusters with the potential to deliver sustainable transformation of HUAs: 1) Culture and Creative industries, 2) New Lifestyles and 3) Resilient and Human Connected Places.

Vision

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in cities in a systemic way through the creation of networks of Hubs where innovation will be the main driver.

The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

The consortium behind HUB-IN



INTRODUCING LISBON'S HUB

HUB-IN Colina do Castelo aims to be an engine of transformation for the sustainability and well-being of the communities, through the sharing and convergence of innovation and traditions.

A strong focus is set on the promotion of the local culture and arts and crafts, but also on enhancing these activities and improving their presence on the market. HUB-IN will boost innovation and entrepreneurship in the area by connecting key stakeholders and networks with a focus on heritage, innovation and sustainability, linking existing initiatives and testing new sharing and circular business models.

The physical space for the hub will be the Centro de Inovação da Mouraria (CIM), an incubator owned by the Municipality that supports projects and business ideas from the cultural and creative industries, and will be the headquarters of a whole range of activities to be developed in the Colina do Castelo neighbourhoods.

Activities:



housing



tourism



retail



arts & culture

VISION & MOST IMPORTANT VALUES TO BE CREATED



INCLUSIVE,
INTERGENERATIONAL
& MULTICULTURAL



WELL-BEING
ORIENTED



SUSTAINABLE &
REGENERATIVE



AUTHENTIC &
EMPOWERING TRADITION

RESOURCES (LOCAL) STAKEHOLDERS CAN PROVIDE

- Municipality of Lisbon: Environment, Energy and Climate Change Department + Cultural Department + Territorial Intervention Units + Local Development Department + Urban Planning Department + Mobility Department + Agência para a Energia + Turismo de Portugal
- Turismo de Portugal

Aplicable to business model(s): 1/2

Public



- Associação Bairros
- Lisboa's Parishes
- Rede DLBC
- Pluriversidade Comunitária
- Fundação Ricardo Espírito Santo Silva
- Fundação AGEAS
- Fundação Aga Khan
- Mulheres na Arquitetura

Aplicable to business model(s): 1/2

Community



- Copérnico
- Circular Economy Portugal
- Zero Waste Lab
- Energias de Portugal
- Associação Renovar a Mouraria
- Associação Colectivo Multimédia Perve
- Federação Portuguesa de Ciclismo e Utilizadores de Bicicletas
- Empresa Municipal de Mobilidade e Estacionamento de Lisboa

Aplicable to business model(s): 1/2

Private



- Instituto Português do Mar e da Atmosfera
- The NOVA School of Science and Technology
- The Centre for Innovation, Technology and Policy Research
- Instituto de Geografia e Ordenamento do Território
- Escola de Tecnologias Inovação e Criação
- Smart Energy Lab
- Laboratório Nacional de Engenharia Civil

Aplicable to business model(s): 1/2/3

Education & Research



ACTIONS and/or BUSINESS MODELS

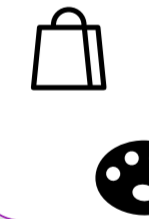
1



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

Created of an innovation community, through the development of networking activities and by valorizing the best practices with a Stamp for the projects that are aligned with the general objectives of the HUB-IN missions

2

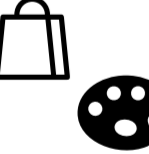


"De-Incubator" - "decentralised & dematerialized" incubator for innovative projects

Acceleration program (including open call) to create solutions to the problems raised in the Roadmap that will have an impact on cultural, creative, social and environmental areas.

"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.

3



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

This Pop Up Space is a location to showcase urban regeneration. It's the Open House for the HUB-IN community. A multifunctional space to support the creative activities developed in the HUB-IN area and can also be used as a pop up store and as a temporary exhibition place.

4



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

Creation of a knowledge sharing community over Climate Neutral Historical Neighbourhoods and Program for pilots and experimental activities

CUSTOMERS

Creative industry
entrepreneurs
Local businesses

Creative industry
Local businesses

Innovators & entrepreneurs
Local businesses

Innovators
entrepreneurs
Local businesses

WHY THERE'S A (MARKET) NEED

There is currently nothing linking the local products and services to territory.

In order to promote local arts and culture, there is a need for a common framework, as shared story to create and promote products and services from the area.

The area lacks a visible physical space anyone can visit in order to experience the local culture and craftsmanship, and buy the available products and services.

The area lacks a visible physical space anyone can visit in order to experience the local culture and craftsmanship, and buy the available products and services.

POTENTIAL FINANCING MODELS & relevant example cases (additional models in Annex 3)

HUB-IN Budget. and local Cultural Fund. Additional funding sources in Annex 3.

In the [Skopje Urban Living Lab \(SKULL\)](#), traditional crafts were mapped and given a contemporary turn.

After establishing the brand, companies can be asked to pay a small "license fee" to use the brand. Collected funds can be used to raise awareness and promote the products with this Stamp.

HUB-IN funding will be used in the initial stage, including budget for the open call. For the long term, the de-incubator could become a professional organisation that attracts funding from investors and businesses to finance its costs in return for investment opportunities. A light form is to organise periodic challenges, sponsored by public and/or private sector organisations. Project owners can be trained to use alternative finance to raise follow-up funding.

Examples of acceleration Program reference cases from the HUB-IN Atlas: [BASE Milano](#) + [Fabryka Sztuki](#) + [Gamlestadens Fabriker](#) + [Hallarna](#)

HUB-IN funding will be used. Local ownership of the pop-up space could ensure the long-term sustainability of the initiative. It would also open up the door for community and crowdfunding (See page chapter 3 of the [HUB-IN guide](#)).

[Largo Residências](#) is a good example of local ownership.

Knowledge sharing activities will be funded with HUB-in funding. Funding for "Sprout Tank" activities need to come from additional private or public funding sources.

Civic/reward based crowdfunding can also be used to attract additional funding from a local community and involve them in these projects. Funding for renewable energy projects can be raise by investment crowdfunding from sustainable finance platforms.

GOVERNANCE MODELS

An **Area Preservation Trust** is a governance model for regenerating a historical urban area. This is a nonprofit organisation with a mission to preserve a specific cultural heritage site or building. These trusts can:

- (1) connect and involve the local community, private institutions and public bodies to provide complementary resources to conservation efforts.
- (2) The area preservation trust is an effective vehicle to attract different funding models such as revolving funds and funding sources including crowdfunding, philanthropy and public grants.

- For example, the [Hastings Pier Charity](#) crowdfunded 590.000 Pounds from over 3000 people who are now the pier's co-owners. The campaign was the final piece of the 14 million pounds Heritage Lottery Fund restoration project. Two years later in 2016 the pier reopened. (See page 73 of the [HUB-IN guide](#).)
- In [Quarry Labyrinth](#) (HUB-IN Atlas), a neighbourhood was saved from demolition by the local community. The municipality remained the owner, but the buildings are now managed by the community.
- The [Maritime Belfast Trust](#) has been preserving and promoting the Maritime Mile and Belfast's rich maritime heritage [for +15 years](#).

A **Community Land Trust** could also be an interesting governance model because of its inclusivity. Community Land Trusts (CLTs) allow for a diverse ownership structure. The ownership of the land gets separated from the ownership of the built assets, and the tripartite form of governance prevents any exclusive decision making. Residents, the civil society (wider community) and public authorities have equal power. As a result, CLTs can acquire, protect and develop real estate assets for the common good and for local communities. (See page 75-76 of the [HUB-IN guide](#).)

Shop owners could set-up a foundation and/or form a cooperative in order to advance long-term common goals. [Taking back High Street](#) is an example that show how having local ownership can strengthen resilience and help to increase community engagement.

[De 9 straatjes](#) is an example of local shops from a single neighbourhood in Amsterdam, working together to promote their area. (The [Associação de Comerciantes do Bairro de Alfama](#) could be a good starting point.)

- Relevant cases from the HUB-IN Atlas:
- [Kitev](#) is a good example of an artist collective providing support.
 - [Largo Residências](#) is a good example of a community cooperative.
 - [Porta Palazzo](#) is a collaboration between municipality and the artisan school.

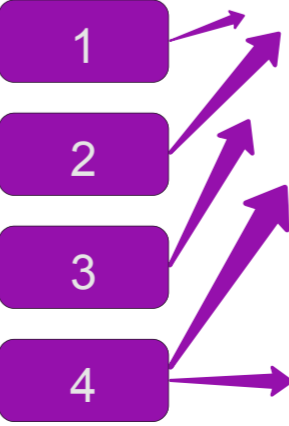
THE IMPLEMENTATION BRIEF BUILDS UPON:

The **HUB-IN Atlas** offers 80+ cases of heritage-led regeneration in historic urban areas.

The **HUB-IN Business & Financing Models Guide** provides a complete business and financing models catalogue for heritage-led regeneration of historic urban areas.



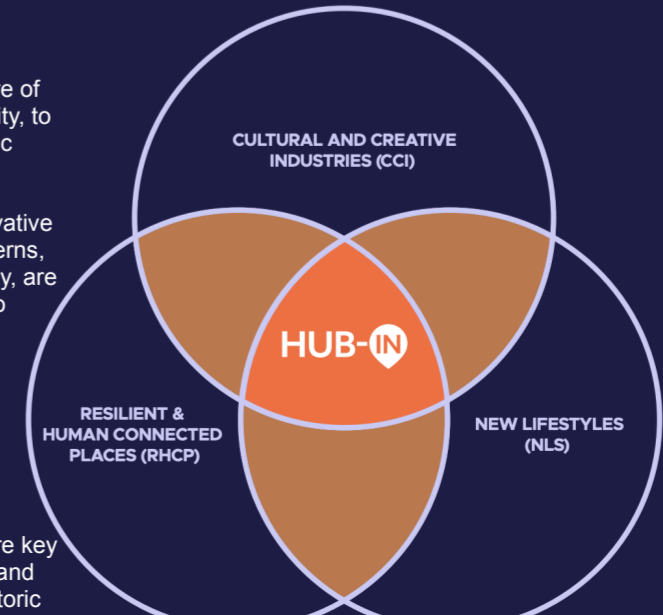
CONNECTIONS WITH THE HUB-IN CLUSTERS OF INNOVATION



Culture and Creative Industries: Cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development.

New Lifestyles: Innovative sustainable living patterns, inclusivity, and diversity, are the main ingredients to improve well-being.

Resilient & Human Connected Places: Sustainable and regenerative use of resources, community cohesion, digital and human connectivity, are key to improve ecological and social resilience of historic places.



FOR MORE INFORMATION

Lisbon HUB-IN team:
andre.martins@cm-lisboa.pt
susy.silva@cm-lisboa.pt
dianahenriques@lisboaenova.org

The CrowdfundingHub team:
Ronald@CrowdfundingHub

The HUB-IN project leader:
veragregorio@lisboaenova.org

Project website:
www.hubin-project.eu



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

HUB-IN implementation brief: Nicosia - the Walled City

ABOUT THE IMPLEMENTATION BRIEF

This implementation brief provides a simple and brief overview of the business, financing, and governance models that could be applied in Nicosia to develop the Walled City, and/or support the launch of new products and services.

It is part of a different project activities aimed at taking the eight cities from preparation to action:

1. *Nicosia's roadmap* outlines the Hub's vision, values, missions and actions.
2. *Nicosia's implementation brief* builds upon the Roadmap and informs the Action Plan.
3. *Nicosia's Action Plan* provides a planning and an overview of the necessary activities.

As such this implementation brief summarises key outcomes of *Nicosia's roadmap*, and offers actionable insights on:

1. the business models that can drive the Hub forward;
2. interesting financing models for making those business models and/or proposed actions a reality;
3. suitable governance models that take into account the local context.

These are all potential models to be used and/or developed further. The CrowdfundingHub team is available throughout the project (August 2024) to provide on the ground support building upon this implementation brief (as part of WP4).

About HUB-IN

Mission

The project 'Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas' (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (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 and is fully aligned with European and international policy (see [Smith, B 2021](#) for an overview). In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Lisbon, Slovenska Bistrica, Brasov, Nicosia, Genova, Grand Angoulême, Belfast, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities and the HUB-IN Alliance. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main clusters with the potential to deliver sustainable transformation of HUAs: 1) Culture and Creative industries, 2) New Lifestyles and 3) Resilient and Human Connected Places.

Vision

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in cities in a systemic way through the creation of networks of Hubs where innovation will be the main driver.

The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

The consortium behind HUB-IN



INTRODUCING Nicosia's HUB

Safeguarding, transmitting, and promoting the historic memory of Cyprus and at the same time being the powerhouse of culture and innovation-led transformations.

Developing Nicosia HUA aligning and connecting heritage, culture, community, memories with future proofing the city. Taking on international motives yet having a clear and solid link to the historical lineage of the Nicosia population.

Nicosia's Historic Urban Area (HUA) is also known as the Nicosia walled city: the old city centre surrounded by Venetian Walls dating from 1567. Nicosia HUA is full of art, culture and architecture, with museums, galleries, shops, bars and restaurants nestled in narrow alleys. The HUB-IN place will not be a specific physical location, but rather become the umbrella to connect and showcase the strong elements of the HUA.

Activities:



housing



tourism



retail



arts & culture

VISION & MOST IMPORTANT VALUES TO BE CREATED



Catalyst for Urban Culture



Emotions & Heritage



Open & Accessible



Transformative Place

RESOURCES (LOCAL) STAKEHOLDERS CAN PROVIDE

Public authorities and agencies: "promoting innovation in their territories and domains, setting the rules of the game through regulatory policies, and providing public services that are often the object of innovation as well as being the primary actor in institutional innovation"

Public

Citizens, NGOs and local stakeholders / community Leaders: "representing both peculiar and common interests and contributing as service end users in co-creation processes"

Community

Associations of entrepreneurs in pedestrianised zones, local tour guides, Visit Nicosia (Tourism board), NIMAC

Private companies and SMEs: "aiming to exploit the results of innovation research and transform them into marketable products and services"

CYENS (Thinker Maker Space, TechHub, Academy), School of Architecture, ICOMOS
Universities and research centers: "focusing on scientific invention and the generation of innovative understandings, concepts, and technologies"

ACTIONS and/or BUSINESS MODELS

1

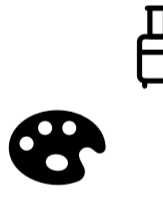


Digitize the HUA - Gathering of information and development of user-friendly platform

At the moment the 3D reconstruction of the HUA is completed however no data or information are incorporated. This action will gather information, categorized and georeferenced.

The HUB-IN [Geotool](#) could be used as a starting point to pilot different elements of Nicosia's digital twin. [Venn.city](#) is an example of a platform that facilitates the exchange between neighbours.

2



Develop a framework for connected heritage walks - Walking routes/promenades within the walled City

The Nicosia Municipality and the HUB-IN team will work together with stakeholders like museums, local artists and organizations to develop a specific set of walking routes (at least 3) that highlight different cultural and creative elements within the walled city.

The Municipality of Nicosia will publish a tender for the development and implementation of creative innovative elements like recordings and/or videos that may be access through a qr code to promote and enhance the memory of the HUA for added cultural value. Furthermore, the walks and the creative innovative elements will also be replicated in a digital form on the digital twin of Nicosia – that is currently implemented from the CYENS CoE.

3



Activations of the Hub - Events to bring together citizens and local artists

Develop a programme to collaborate with city ambassadors (individuals/ community leaders/ organizations), to serve as the mediators between the brand strategy, the municipality strategic plans and the citizen's voice.

4



Creation of a CCI start-up accelerator programme - Start accelerator for creative industry and cultural entrepreneurs

The accelerator will empower creative professionals and support capacity building in business, finance, and marketing. It will support talent by helping artists and creative workers in the HUA to develop themselves further and develop their ideas or startups.

CUSTOMERS

Companies
Start-ups
Citizens
The municipality
NGO's
Research institutes and academia.

All people working, visiting, and in particular, people living in the area.

Walking tours are already happening in the city by various citizen initiatives and they are quite popular.

All people working, visiting, and living in the area.

Creative industry
Entrepreneurs

WHY THERE'S A (MARKET) NEED

Several actors involved in urban planning can use a digital twin. For example in planning, design, construction, and operation and maintenance processes.

A **subscription scheme** could work as a concrete business model. I. In return for a recurring fee, 'members' can access perks such as priority booking and access to exclusive events. Common examples are friend schemes, season tickets and subscriptions. Examples: [Brussels City Museums](#) + the [National Gallery of Ireland](#) (See page 26 of the [HUB-IN guide](#).)

Monetising Intellectual Property could be part of the digital twin (See page 26 of the [HUB-IN guide](#).)

There is currently a lack of walkability, which limits the potential for attracting cultural tourism, as well as interaction between local stakeholders. Walking and accessibility was one of the main concerns of respondents to our Hub-IN survey this spring. People like the human scale of the city and the sense of proximity, however walkability needs to be improved.

The bastions around the wall of the city offer a great opportunity for a green promenade. this is a project under study called the "green walk".

Belfast is already implementing [walking trails](#) along the Maritime Mile.

Nicosia needs a stronger sense of local identity to increase community cohesion.

Amsterdam has run a 'city makers' program. In this program citizens are given a podium and profile to play a role. They are also invited to meetings to share their input. Nicosia could also run an open call to invite people to nominate 'Nicosia City Makers' (City Makers [website](#)).

The public wants more creative and cultural activities and CCI companies in Nicosia.

The accelerator programme will support new entrepreneurs to start their business

POTENTIAL FINANCING MODELS & relevant example cases

This action is part of a larger already financed program to create the Nicosia Digital Twin. Additional HUB-in funding will be available.

Relevant additional funding sources:

- Public & private earmarked investments (cultural, social, environmental), including HUB-IN funding ([HUB-IN Guide](#) page 34)
- Public-private-community co-financing ([HUB-IN Guide](#) page 38)

Relevant HUB-IN cases:

- [HUB Criativo Beato](#) (also a business model in the [HUB-IN Guide](#) page 17)
- [Chiostri San Pietro](#) is an old monastery that houses a consortium of social cooperatives that is managing the building
- At [Kypseli Municipal Market](#): the SynAthina Platform, an inclusive public consultation tool for community engagement is used.
- Additional HUB-IN cases of public-led regeneration of historic urban centres are: [Creative Industries Quarter – Townscape Heritage Initiative](#) + [the Kapana Creative District](#) + [New Centre Łódź](#).

Funding by the municipality, including funding of the HUB-IN project. Also in kind contribution from CYENS CoE. Inspired by the [CFE certification scheme](#), an **Eco-Mobility Friendly Business Certification** could be implemented in order to establish a network of businesses who actively promote the use of sustainable means of transport for both their employees and their customers. The Municipality can provide reductions in some service taxes and the businesses can give discounts to sustainable commuters. This could result in, among other things, partnerships with sharing economy service providers.

Relevant HUB-IN cases:

- At the [Idria Miners' Houses](#) an urban game was developed that visitors can play on their smartphone to complete challenges and learn about heritage.
- [C-Mine](#) provides [Virtual reality experience](#) to learn about the mining heritage of the area.
- Cases where a public entity initiates collaboration between private actors to get something off the ground for a common benefit: [Kapana Creative District](#) + [Kypseli Municipal Market](#).

Funded by the municipality. Ideally the local (business) community can get involved too, by providing match-funding and/or time.

Looking at the long-term, a Citymaker-Fund could be created. Such a fund buys land or real estate and rents or leases it out to citymakers at an affordable rent. Real estate value tends to increase due to the citymakers' efforts. The fund uses this increase for its operations but more importantly to help the efforts by citymakers grow (More information + 3 examples on pages 27, 49, 54, 56, 57 of the [HUB-IN Business & Financing Models Guide](#)).

Funded by the municipality. Ideally the local (business) community can get involved too, by providing match-funding and/or time.

For sustainability a long-term plan is needed to provide additional funding. Some could come from public funding, but also co-funding or matchfunding from existing businesses or the general public is possible. While Genova has the same challenged, knowledge sharing would be highly recommended.

GOVERNANCE MODELS

Action 1 will most likely be part of the existing governance structures alongside Nicosia's Digital Twin program and the Nicosia MasterPlan.

An **Area Preservation Trust** is a governance model for regenerating a historical urban area. This is a nonprofit organisation with a mission to preserve a specific cultural heritage site or building. These trusts can: (1) connect and involve the local community, private institutions and public bodies to provide complementary resources to conservation efforts. (2) The area preservation trust is an effective vehicle to attract different funding models such as revolving funds and funding sources including crowdfunding, philanthropy and public grants.

- For example, the [Hastings Pier Charity](#) crowdfunded 590.000 Pounds from over 3000 people who are now the pier's co-owners. The campaign was the final piece of the 14 million pounds Heritage Lottery Fund restoration project. Two years later in 2016 the pier reopened. (See page 73 of the [HUB-IN guide](#).)
- In [Olverty Jazzbox](#) (HUB-IN Atlas), a neighbourhood was saved from demolition by the local community. The municipality remained the owner, but the buildings are now managed by the community.
- The [Maritime Belfast Trust](#) has been preserving and promoting the Maritime Mile and Belfast's rich maritime heritage [for +15 years](#).

A **Community Land Trust** could also be an interesting governance model because of its inclusivity. Community Land Trusts (CLTs) allow for a diverse ownership structure. The ownership of the land gets separated from the ownership of the built assets, and the tripartite form of governance prevents any exclusive decision making. Residents, the civil society (wider community) and public authorities have equal power. As a result, CLTs can acquire, protect and develop real estate assets for the common good and for local communities. (See page 75-76 of the [HUB-IN guide](#).) A Nicosia Community Land Trust could own and govern the digital twin and parts of the historic centre.

A **Collective Ownership Company** can strengthen the local economy by directly involving residents and businesses of a specific geographic area and the businesses. (Example: [COCO LIMASSOL](#))

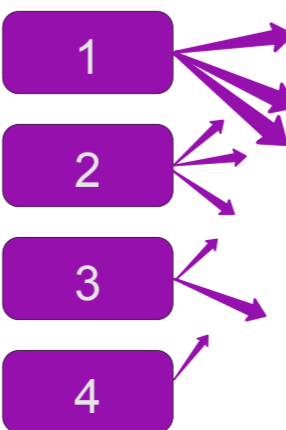
THE IMPLEMENTATION BRIEF BUILDS UPON:

The **HUB-IN Atlas** offers 80+ cases of heritage-led regeneration in historic urban areas.

The **HUB-IN Business & Financing Models Guide** provides a complete business and financing models catalogue for heritage-led regeneration of historic urban areas.



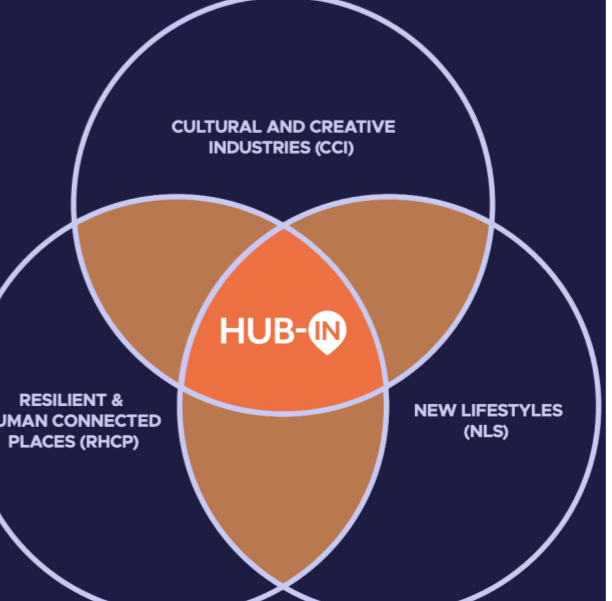
CONNECTIONS WITH THE HUB-IN CLUSTERS OF INNOVATION



Culture and Creative Industries: Cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development.

New Lifestyles: Innovative sustainable living patterns, inclusivity, and diversity, are the main ingredients to improve well-being.

Resilient & Human Connected Places: Sustainable and regenerative use of resources, community cohesion, digital and human connectivity, are key to improve ecological and social resilience of historic places.



FOR MORE INFORMATION

Nicosia's HUB-IN team:
Charis.Theocharous@nicosiamunicipality.org.cy
Nicolas.Efstathiou@nicosiamunicipality.org.cy
marina.kyriakou@cea.org.cy

The CrowdfundingHub team:
Ronald@CrowdfundingHub.eu

The HUB-IN project leader:
veragregorio@lisboaenova.org

Project website:
www.hubin-project.eu



ABOUT THE IMPLEMENTATION BRIEF

This implementation brief provides a simple and brief overview of the business, financing, and governance models that could be applied in Slovenska Bistrica to develop the Crouzet building, and/or support the launch of new products and services.

It is part of a different project activities aimed at taking the eight cities from preparation to action:

1. *Slovenska Bistrica's roadmap* outlines the Hub's vision, values, missions and actions.
2. *Slovenska Bistrica's implementation brief* builds upon the Roadmap and informs the Action Plan.
3. *Slovenska Bistrica's Action Plan* provides a planning and an overview of the necessary activities.

This implementation brief summarises key outcomes of *Slovenska Bistrica's roadmap*, and offers actionable insights on:

1. the business models that can drive the Hub forward;
2. interesting financing models for making those business models and/or proposed actions a reality;
3. suitable governance models that take into account the local context.

These are all potential models to be used and/or developed further. The CrowdfundingHub team is available throughout the project (August 2024) to provide on the ground support building upon this implementation brief (as part of WP4).

About HUB-IN

Mission

The project 'Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas' (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (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 and is fully aligned with European and international policy (see [Smith, B 2021](#) for an overview).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Lisbon, Slovenska Bistrica, Brasov, Nicosia, Genova, Grand Angoulême, Belfast, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities and the HUB-IN Alliance. The Hubs of innovation and entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main clusters with the potential to deliver sustainable transformation of HUAs: 1) Culture and Creative industries, 2) New Lifestyles and 3) Resilient and Human Connected Places.

Vision

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in cities in a systemic way through the creation of networks of Hubs where innovation will be the main driver.

The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

The consortium behind HUB-IN



INTRODUCING SLOVENSKA BISTRICA'S HUB

Slovenska Bistrica's historic urban area will thrive by becoming an inclusive, people-centric space.

The city will be boosted via a wide range of festivals, events and services, becoming more attractive to residents and visitors alike, specifically targeting young families. The entrepreneurial, cultural, creative and educational activities will be developed via the Crouzet hub, promoting new companies and start-ups.

The Crouzet has the potential to become the centre for entrepreneurship and creativity of Slovenska Bistrica. This future hub will combine the promotion of new companies or start-ups in their development phase and the development of creative, cultural and educational activities and content

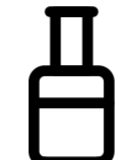
The main starting point for the HUB-IN place in Slovenska Bistrica will be the Culture and Creative Industries (CCI) cluster, supported by the many enabling policies and strategies already in place. It wishes to find new and innovative ways to regenerate its traditional industries while boosting its creative sector to bring about a prosperous and sustainable development for the area, making use of the unique identity of the city and its community to realize all of its potential.

The HUB-IN pilot area is the old historic town, with a population of 750 inhabitants and less than 500 m2. Originally built as horse stables for the nearby castle, the Crouzet heritage building will be the catalyst for the entire pilot area.

Activities:



housing



tourism



retail



arts & culture

VISION & MOST IMPORTANT VALUES TO BE CREATED



People-centric
and inclusive



Vibrant and
cosy



Ingenious and
creative

RESOURCES (LOCAL) STAKEHOLDERS CAN PROVIDE

MUNICIPALITY: Building and external spaces, People time, Financing, Promotion and branding, Acceleration programme
TIC: Branding, people time
CZK: Staff - mentors, IP- accelerator programme design support
STUDENT ASSOCIATION: people time, promotion, ideas, space,
INNOVATION SUPPORT ACTORS: IP- accelerator programme design, people time

Applicable to business model(s): (2) (3)

Public

OWNERS OF VACANT SHOPS: space
IMPOL/KETTY: donations

Applicable to business model(s): (2) (3)

Private

PANORAMA: branding, promotion
THE ARTS AND CRAFTS CENTRE & THE HANDICRAFT COOPERATIVE: mentors, materials, time

Local community - people time, co-financing, other resources (e.g. machines, transport, plants etc. for small regeneration projects)

Applicable to business model(s): (1) (3)

Community

PUBLIC INSTITUTIONS: time, initiatives

Education & Research

ACTIONS and/or BUSINESS MODELS

1



Crouzet HUB, a central space for creativity, innovation and heritage - Refurbishing and revitalising the Crouzet heritage building into an attractive and well-known venue for entrepreneurship catalyzation (start-up HUB) and various events related to arts, culture, heritage and creativity

Preparation of a preservation and refurbishment plan for the Crouzet, establish a governance and management model for the Crouzet and build an events programme for the Crouzet based on local culture and heritage

2



Crouzet start-up acceleration programme - Acceleration programme for companies from the creative, cultural and art sector, that will provide the building with new content and supply promising start-ups with affordable co-working space

The accelerator programme will provide the building of Crouzet with a new content, a start-up accelerator, which would supply promising start-ups with a programme - an accelerator programme) and affordable production space in terms of co-working space. It is expected that the selected companies/individuals, mainly from the creative and cultural sector, will benefit from using new spaces - coworking and programmes of Crouzet, which will stimulate lateral cooperation between them. The focus is on creative and cultural industries and building the local entrepreneurial culture and ecosystem.

3



Mechanism of support for small local projects - Creation of a mechanism that enables various local stakeholders/initiatives to apply for organisational help and small financial contributions to implement small local actions that contribute to more vibrant public spaces

Support for small local projects combines historic urban area revitalisation with civic participation. It stimulates various local stakeholders/initiatives to implement small actions that contribute to more vibrant public spaces. The mechanism enables communities to apply for organisational help and small financial contributions to implement a small local action that they have proposed. From simple infrastructural improvements to organisation of community oriented free of charge events. Small financial contributions (below 1000 €, but will be defined later) would only cover material costs, while an interested community donates voluntary labour.

CUSTOMERS

The customers are the tenants and users of the building:
Entrepreneurs (Start-ups, small and micro businesses, students), civic groups, associations, NGO's, Local craft folk, artist, creatives; Local community

Customers: Creative sector entities and individuals

Accelerator: pull in support available and funded by government

Space: initially symbolic rents for new tenants (start-ups, young innovators) with a view of commercial rents once the centre is activated, and aligned with HUB-IN Values and clusters.

Participants: Citizens, students, civic groups, neighbourhood groups, associations, NGO's, local entrepreneurs and businesses

Beneficiaries: citizens, visitors

WHY THERE'S A (MARKET) NEED

- It provides and accessible and affordable co-working space for start-ups, entrepreneurs and other organisations from the (local) creative and heritage sector.
- It activates a stagnating, under utilised, partially neglected heritage building and its surroundings in the HUA with new capacity building and development content that aims for tangible economic impact on the area.
- It provides locals and visitors with an interesting destination.
- Opens up opportunities for cross-fertilising and activating local creative, entrepreneurial and arts sector
- Regenerates, enlivens and increases the quality of the HUA area.

There is a lack of entrepreneurial culture, lack of a HUB that promotes and nourishes local entrepreneurial and creative culture. A Hub that can facilitate the creation of new ideas, prototypes, products, services by local entrepreneurs and the "would be" entrepreneurs. Lack of a support ecosystem for innovation. There's a need to initiate the concept of innovation ecosystem where cross-sector collaboration between diverse actors is facilitated, encouraged and nourished.

This action strengthens the creative sector's entrepreneurial capacity to develop their products and services and enter the market, and it promotes entrepreneurial culture in the creative sector which is still underdeveloped in this location.

The local creative potential is underutilised. This action aims for the revitalisation of the HUA, attracting visitors, families and entrepreneurs, preventing degradation, depopulation, closure of commercial facilities.

It hopes to demonstrate the benefits of heritage for local development, to explore ways to utilise heritage for valorising local entrepreneurial activities and expanding creative potential, and to explore adaptability of heritage for contemporary needs and uses of space.

Placemaking examples: [Prostoroz Unaj project](#), and [Placemaking Europe](#) (example of open call for living courtyards).

POTENTIAL FINANCING MODELS (additional models in Annex 4)

Initially the municipality provides the necessary funding with the view to enable a self sufficient centre in mid-term based on rents for the spaces, for facilities and for equipment. To operationalise this, a transition model could be implemented within which tenants pay a fixed percentage of the rent in the first year. Over X number of years, this percentage goes up to 100%.

The municipality is open for exploring co-financing solutions that could include the municipality, visitors, tenants, donations, Public Private Partnerships, crowd-sourcing, national and EU calls. For example, future tenants could have the renovation adjusted to their specific needs if they support with time or with financing (only realistic for larger organisations).

Relevant Atlas cases: [Kypseli Municipal Market](#) + [BASE Milano](#) + [Largo Residências](#) + [Rog Centre](#)

- [Cultural Station Svilara](#), a building renovation led by the local government.
- [Iredia](#), a building renovated through a public private partnership.
- In [Hub Criativo Beato](#) & [Stara trznica](#) (old market hall); users pay lower rent in exchange for supporting the renovation.
- In [Halele Carol](#), temporary activities helped to bring a half-abandoned factory back to use.

Publicly (Mun&Gov) supported at initiation with view to become a self-supported programme through fees, sponsorship (gaining benefits through promotion and branding), payable services, collaborative projects (experiments, innovation, research, etc at EU and nat level such as the [EU CzK programs](#).

This should be co-financed by the municipality, national co-funding or technical support, national/EU calls & private investors. Mixed public & private funding + Match funding for business ideas + collaboration with [CZK](#), Podim spirit + Sponsorship of challenges calls.

Relevant Atlas cases: [Rog Center](#), SI Center for Creativity, [Dapvin Eco-system](#), [Fabryka Sztuki](#) (hybrid governance - likely in SB HUB case), [Hallarna](#), (rent+grant based model), [LEM Station](#) (this is a similar concept, however the business model is different), [Centre d'Innovation et de Design au Grand-Hornu](#) (example of community support and engagement).

Financed by the municipality, could be supplemented with crowdfunding, private (sponsorship, donations), and subsidies.

Crowdsourcing could follow the [1% club](#) model. This crowdsourcing platform allows anyone to share an idea, and everybody else to contribute with time, resources or money. This could combine with match funding. Meaning that if a local initiator gathers enough in-kind support, the municipality provides the remaining resources. Some businesses have company policies that allow employees to provide 'voluntary' labor during work hours, this could enhance additional support.

Relevant Atlas cases:

- [Strip-S](#), example of a joint local cultural fund that safeguards shared principles. Could be a model for the long run.
- [Stara trznica](#), example of using a community currency which can also involve creatives giving time.
- In the [Kapana Creative District](#), Open Calls between 2014 and 2019 initiated 55 activities, plus a program to make the area attractive for creative industries.

GOVERNANCE MODELS

An **operating company** in the form of a **foundation**, that finances the renovation and then runs the Crouzet operationally.

The operating company can also become a **cooperative**. The manager could be appointed among one of the existing actors (e.g. the Municipality, Development and Information Centre, another public institution or an individual), however this will be done by the users according to their mutual agreement.

A **user council**, led by a coordinator elected by the users for a one-year mandate. The coordinator facilitates the interaction between the Municipality of Slovenska Bistrica and the entrepreneurial, civil society and associative level via the coordinator as a unique permanent interlocutor. This is a lighter form that only allows communication, but limits the possibilities for collective action and making collective investments.

Relevant Atlas cases:

- [Stara trznica](#) is a good example of a municipality owning a building and signing a collaboration agreement with an community association to run the building, so that investments by renters contribute directly to its renovation.
- [Exrolaprint](#) is a good example of alternative ownership.
- [NOD Makerspace](#) is an example of how local networks can be leveraged to attract resources.
- [Peissnitzhaus](#) used community shares to pay for the renovation.
- [Chiosri San Pietro](#) is an old monastery that houses a consortium of social cooperatives that is managing the building.

The **Municipality** will set-up a team to lead the third activity.

Relevant Atlas case: [PAX- Patios de la Axerquia](#) in Cordoba is an interesting example, of community ownership to revitalise abandoned buildings.

THE IMPLEMENTATION BRIEF BUILDS UPON:

The **HUB-IN Atlas** offers 70+ cases of heritage-led regeneration in historic urban areas.

The **HUB-IN Business & Financing Models Guide** provides a complete business and financing models catalogue for heritage-led regeneration of historic urban areas.

HUB-IN Business & Financing Models Guide

Including the HUB-IN Business & Financing Model Catalogues

CONNECTIONS WITH THE HUB-IN CLUSTERS OF INNOVATION

1

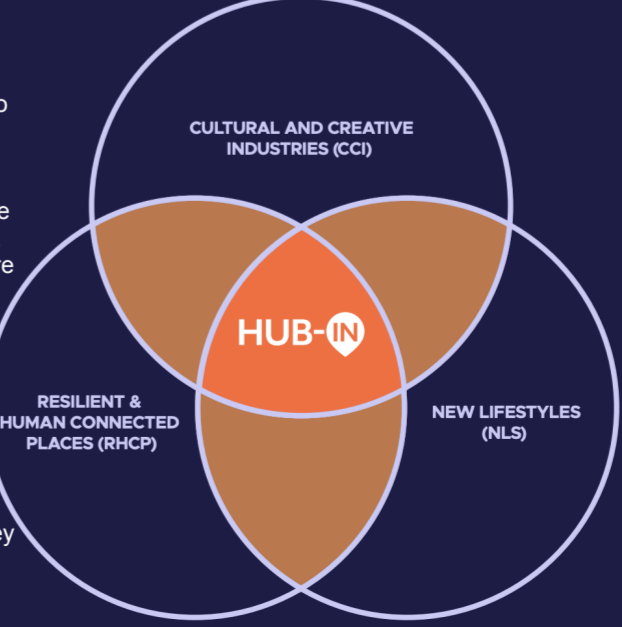
2

3

Culture and Creative Industries: Cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development.

New Lifestyles: Innovative sustainable living patterns, inclusivity, and diversity, are the main ingredients to improve well-being.

Resilient & Human Connected Places: Sustainable and regenerative use of resources, community cohesion, digital and human connectivity, are key to improve ecological and social resilience of historic places.



FOR MORE INFORMATION

Slovenska Bistrica's HUB-IN team:

Natasa.Pernat@slov-bistrica.si
tomaz.repnik@ric-sb.si
tina.zupan@ric-sb.si
Nina Taylor: nina@ezavod.si

The CrowdfundingHub team:
Ronald@CrowdfundingHub.eu

The HUB-IN project leader:
veragregorio@lisboaenova.org

Project website:
www.hubin-project.eu



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

ABOUT THE IMPLEMENTATION BRIEF

This implementation brief provides a simple and brief overview of the business, financing, and governance models that could be applied in Utrecht to develop the Machinerie, and/or support the launch of new products and services.

It is part of different project activities aimed at taking the eight cities from preparation to action:

- 1. *Utrecht's roadmap* outlines the Hub's vision, values, missions and actions.
- 2. *Utrecht's implementation brief* builds upon the Roadmap and informs the Action Plan.
- 3. *Utrecht's Action Plan* provides a planning and an overview of the necessary activities.

As such this implementation brief summarises key outcomes of *Utrecht's roadmap*, and offers actionable insights on:

- 1. the business models that can drive the Hub forward;
- 2. interesting financing models for making those business models and/or proposed actions a reality;
- 3. suitable governance models that take into account the local context.

These are all potential models to be used and/or developed further. The CrowdfundingHub team is available throughout the project (August 2024) to provide on the ground support building upon this implementation brief (as part of WP4).

About HUB-IN

Mission

The project 'Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas' (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (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 and is fully aligned with European and international policy (see [Smith, B 2021](#) for an overview). In the first stage of HUB-IN, a network of Hubs of Innovation and entrepreneurship will be developed in the HUAs of eight city partners (Lisbon, Slovenska Bistrica, Brasov, Nicolsia, Genova, Grand Angoulême, Belfast, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities and the HUB-IN Alliance. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main clusters with the potential to deliver sustainable transformation of HUAs: 1) Culture and Creative industries, 2) New Lifestyles and 3) Resilient and Human Connected Places.

Vision

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in cities in a systemic way through the creation of networks of Hubs where innovation will be the main driver.

The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

The consortium behind HUB-IN



INTRODUCING UTRECHT'S HUB

The HUB-IN area of Utrecht is located in the historic industrial area (HUA) of the Werkspoorkwartier, which is a triangular shaped area of 45 hectares located at the geographical centre of the city of Utrecht, in the North-East part of Utrecht. It is an area that hosted old factory buildings for steel production, particularly trains and bridge constructions, and which is now being redeveloped into a cultural and creative neighbourhood. The Werkspoorkwartier has gradually changed into a 21st century creative and circular maker district. Through initiatives by entrepreneurs, developers and the municipality, it lives, turns and moves on the Werkspoorkwartier. Where bridges, trains and buses used to be built, hundreds of creative people now work.

Even though the Werkspoorkwartier is being developed into a 21st century maker district, several challenges are identified in the Development Vision that need to be solved:

- There is still a feeling of emptiness with little infrastructure (e.g. cycling and walking paths are still minimal in the district).
- The redevelopment of the Werkspoorkwartier increases the attractiveness for new businesses to situate themselves there. However, as this leads to higher value of the ground, old traditional businesses and cultural entrepreneurs that pioneered in
- the area have the risk of being pushed out the historic urban area, because they cannot afford it anymore.
- Several of the new initiatives with regard to establishing new workspaces for cultural entrepreneurs have encountered governance issues as they are public/private collaborations and often require multiple parties to coreside in one building
- As the historic urban area is changing, we need to guard that old cultural heritage is protected, but in addition we need to find smart solutions to finance renovation of the old cultural heritage, and continue to tell the story of cultural heritage in the historic urban area

The initial plan was to setup a physical location (*De Machinerie*) to become a dynamic, creative, climate-neutral hotspot for film and visual culture. Unfortunately due to political and economical challenges this project was stopped and an alternative plan is developed.

With the disappearance of the Machinerie within the Werkspoorkwartier, the need for a hub that engages with and builds the community of creative entrepreneurs in the Werkspoorkwartier has not disappeared. The same holds for the talent development initiatives and cultural program as proposed in the roadmap, as for initiatives that interact with the cultural heritage of the historic urban area. In other words, the disappearance of the Machinerie might even have further increased the need for HUB-IN in the historic urban area.

The HUB-IN team in Utrecht has developed a new direction for HUB-IN in Utrecht in close collaboration with local stakeholders to create new actions based on the needs and wishes of the stakeholders in the historic urban area.

The core of the approach is to

- 1) further support and improve a HUB in the HUA
- 2) create an art program in the HUA building on the cultural heritage of the HUA, together with the artists and creative workers inside the HUA
- 3) boost innovation in the HUA through the creation of talent development programs
- 4) develop blueprints for widely applicable governance structures for hubs in the HUA and Utrecht

Activities:



workspaces



Tourism



Retail



arts & culture

VISION & MOST IMPORTANT VALUES TO BE CREATED



Linking & Connecting



At the heart of society, open, accessible & inclusive



Creative, Inspiring & Stimulating

RESOURCES LOCAL STAKEHOLDERS CAN PROVIDE

Utrecht municipality supports the development through:

- Financial support via HUB-IN for the realisation of actions.
- Expertise via HUB-IN on creating hubs in historic urban areas.
- Assistance with the actions via HUB-IN.
- Sharing its network.
- Expertise on getting political support.
- Expertise on how to set-up the organisational structure.

Applicable to business model(s): 1/2/3/



Neighbouring people and organisations share their experience about the area and where the HUA could add value, and share their network to help embed it in the local area.

Local talents are actively participating in the programming and share their experiences with their network.

Local makers are actively participating in the programming and create new work/jobs by applying to a subsidy for talented makers. And also share their experiences with their network.

Applicable to business model(s): 1/2/3/



The [NEF](#) (Dutch Film Festival), [Hoogt](#) (a local multi-location filmtheater) and [FOTODOK](#) (curates and programs photography related events and programs), are all core partners of *De Machinerie* that invest **time** to develop the Hub.

- [NEF](#) also shares its **network** (local and (inter)national famous and young talented makers and organisations from the film industry), and industry-related **knowledge**.
- [Hoogt](#) also shares its **network** (both upcoming talents and well-known film-artists), industry **knowledge** and supports with **marketing and communications**.
- [FOTODOK](#) also supports with its **network** (both upcoming talents and well-known photography-artists) and **knowledge** (visual culture, programming, photography and visual storytelling).

[Overtreiders.W](#) is an architectural design firm that shares **time** and **knowledge** to boost the sustainability and creativity of the Hub, and it actively **connects** a **network** of local students to developing the place.

Applicable to business model(s): 1/2/3/



The [HKU](#) is one of Europe's largest academies for arts and culture in Europe. It supports with sharing **knowledge** and **network** and **communications** (sharing the programming with its own network).

Applicable to business model(s): 1/2/3/



ACTIONS and/or BUSINESS MODELS



Turning the business association into a HUB for the HUA

There is a need for a hub that engages with and builds the community of creative entrepreneurs in the Werkspoorkwartier. In this way, opportunities can be sought in order to add jobs to the area, affordable workspaces can be preserved, and cultural facilities can be facilitated. With the Bedrijvenkring Cartesiusweg (BKC), the Werkspoorkwartier has an organisation that potentially could function as such a HUB.

However, the BKC was always run on the work of volunteers, but considering the additional demands and the challenges and ambitions the HUA is faced with, this is no longer a feasible governance structure. Therefore, the first action is to professionalise the BKC and improve its execution capacity, and to turn it into a HUB so it addresses the issues as raised above.

CUSTOMERS

Creative industry
Entrepreneurs

WHY THERE'S A (MARKET) NEED

The current association (BKC) has not enough capacity to support the need of their members. With more than eighty members, this association represents the interests of (creative) entrepreneurs and property owners established in the area.

Until now BKC was always run on volunteers, but considering the additional demands and the challenges and ambitions the HUA is faced with, this is no longer a feasible governance structure. Due to the changing nature of the Werkspoorkwartier with an increasing focus on creative entrepreneurship in the area and public functions for the city, the organization of the BKC needs to be turned into a HUB, in order to defend the needs of creative entrepreneurs by creating a future-proof work landscape, and by doing interventions in the HUA to improve the accessibility and attractiveness of the HUA for the public of Utrecht.

POTENTIAL FINANCING MODELS

The Municipality will grant 50.000 euros to the BKC to perform the tasks as outlined above in 2023. This amount will then be matched by finding additional financial funds such as subsidies, grants and project funding, and by additional investments of the members of the BKC.

The funding provided by HUB-IN will allow the HUB to hire additional support staff.

To support the activities, the association could also raise additional projectfunding through reward based crowdfunding, or create a business club where members sponsor general activities and get perks in exchange for donations.

From the HUB-in project the initial funds for the open call (75.000 euro) and management of the art committee (10.000 euro) will be paid.

From the HUB-in project the initial funds for the support programmes (50.000 euro) will be available for 2023 activities.

For future activities the association should find additional funding. This could come for national or regional public funds.

The project will be funded by HUB-in funding. To support existing hubs with implementing the new governance structures, additional public or private funding is needed.

GOVERNANCE MODELS

At this moment BKC is an independent association. Based on the evaluation of the 2023 projects, it would be interested to look into a multi-stakeholder governance structure. With structural funding from the municipality, combined with funding from members the different stakeholders should have a proper role in the association.

The Art committe will advices the municipality. will be setup and governed by BKC. Because this is a one time open call any additional governance structures are not needed.

Important to find an organization that will take over the knowledge and research on new governance models. This can be implemented in the BKC Hub, perhaps in collaboration with local stakeholders, such as Utrecht University (Utrecht School of Economics)

THE IMPLEMENTATION BRIEF BUILDS UPON:

The **HUB-IN Atlas** offers 80+ cases of heritage-led regeneration in historic urban areas.

The **HUB-IN Business & Financing Models Guide** provides a complete business and financing models catalogue for heritage-led regeneration of historic urban areas.

HUB-IN Business & Financing Models Guide

Including the HUB-IN Business & Financing Model Catalogues

CONNECTIONS WITH THE HUB-IN CLUSTERS OF INNOVATION

1

2

3

4

Culture and Creative Industries: Cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development.

New Lifestyles: Innovative sustainable living patterns, inclusivity, and diversity, are the main ingredients to improve well-being.

Resilient & Human Connected Places: Sustainable and regenerative use of resources, community cohesion, digital and human connectivity, are key to improve ecological and social resilience of historic places.

CULTURAL AND CREATIVE INDUSTRIES (C-CI)

NEW LIFESTYLES (NLS)

HUB-IN

RESILIENT & HUMAN CONNECTED PLACES (RHCP)

FOR MORE INFORMATION

Utrecht's HUB-IN team:

Annette Knol, community / programma manager.
Rick Everts, projectleider gemeente Utrecht.
Saskia Kluitmans, accounthouder Machinerie gemeente Utrecht.
Haye Folkertsma, Projectcoördinator Europese Projecten gemeente Utrecht

The CrowdfundingHub team:

Ronald@CrowdfundingHub.eu

The HUB-IN project leader:

veragregorio@lisboaenova.org

Project website:

www.hubin-project.eu



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

Annex 1 – Belfast tailored funding sources

Funder, including website	Funder focus	Description	Use of funding	Funding range	Application date	Status	Financing Source	Financing model
Dormant Accounts NI Funding	Supports the voluntary, community and social enterprise (VCSE) sector in Northern Ireland to be more resilient and prepared for the future by funding activity that increases capacity and sustainability.	Want to fund organisations that can identify the best way to improve their long-term capacity, sustainability or resilience to best deliver their mission. Will also support larger investments that will enable collaboration and develop new and creative approaches to sustainability. Proposals can focus on specific themes such as volunteering, digital capacity or diversity and inclusion. Examples of what they will fund: • Support to develop long-term financial sustainability – e.g. developing and implementing financial planning tools or ideas for income diversification • Collaborations and/or mergers between organisations • Activity that supports organisations to communicate & connect with other organisations and communities more effectively • Activity that increases the diversity and skills of volunteers and trustees/committee members within organisations • Succession planning (identifying and developing new leaders) to support the long-term sustainability of organisations • Activity that helps organisations to improve the delivery and impact of their work, by using the full potential of digital infrastructure and data analysis tools.	Running Costs	Up to £100,000	No deadline	Identified	private	Donating
Halifax Foundation for Northern Ireland	Supports day to day activities of a charity and new/existing projects, however we will also support charities to REACT to COVID-19, PREPARE to reopen services or adapt their services accordingly, and to RESTORE/RENEW in order to deliver what may be for many, a new way of life.	The Halifax Foundation for Northern Ireland is committed to supporting underfunded, grassroots charities that enable people, especially disabled and disadvantaged people, to play a fuller role in society. Applications are accepted from organisations with recognised charitable status, which fit within the published grant-giving criteria. Grants are only open to charities operating in Northern Ireland. Please do not apply if you are serving another region of the UK or beyond. Charitable Status: The following groups may apply: Charities registered with the Charity Commission Charities 'deemed' on CCN's combined list 'Non-deemed' on CCN's combined list, provided they can supply their HMRC letter confirming charitable status.	All Costs	Average: £3,500	No deadline	Identified	private	Donating
The Charles Hayward Foundation	Focuses on protecting, restoring and interpreting past inventions, discoveries, industrial sites and defining moments that have shaped our history and identity, and displaying them in a modern context for public engagement, use and learning.	The Charles Hayward Foundation is a grant-making charitable trust making awards to charities that are registered in the U.K. They offer grants for heritage and conservation projects to UK registered charities with an annual income of more than £350,000. They fund projects including: • The adaptation of former Industrial Heritage sites to creative and educational spaces • Development of libraries, museums and galleries • Preservation of pictures, manuscripts, books and objects for public display, use & interest Their main focus on protecting, restoring and interpreting past inventions, discoveries, industrial sites and defining moments that have shaped our history and identity, and displaying them in a modern context for public engagement, use and learning.	All Costs	Up to £50,000	2022 deadlines for the submission of applications for Stage 1: • 4th February 2022 • 6th May 2022 • 12th August 2022 • 4th November 2022	Identified	private	Donating
Garfield Weston Foundation	Capital – Bricks and mortar or tangible 'stuff' i.e. a building project, repairs, equipment etc. Project – If applying for a specific project or activity then you can outline this in the proposal – include all the costs involved in delivering the project. Revenue - Made towards the general running costs of your organisation such as general salaries (but not a specific position or job), rent, programme costs etc.	The Garfield Weston Foundation is a family-founded grant-making trust which has been supporting charities across the UK for over 60 years. They support UK registered charities in areas including community and heritage and awards grants for Capital, Project and Revenue costs. How to Apply: Regular grants are open all year round and are reviewed by trustees on an ongoing basis, major grants are reviewed at one of the Foundation's eight Board meetings a year. Regular Grants, applications below £100,000 – One stage process which typically takes around 4 months from submitting application to receiving a decision. Application proposal should be no more than 10 sides A4 pages and should include: • Executive Summary • Main proposal - Need & Delivery, Impact • Case Study & Delivery • Leadership & Management • Partnership Working • Budget & Fundraising Plan Major Grants applications £100,000 or more – Send a summary to Grants Administrator and will be notified if you are eligible for the grant and possible next steps. If applying for £100,000 or more, they expect the project and/or overall annual income to be in excess of £1million. Major Grants cannot be applied for online.	All Costs	Less than £100,000 / Over £100,000	Regular grants are open all year round and are reviewed by trustees on an ongoing basis, major grants are reviewed at one of the Foundation's eight Board meetings a year.	Identified	private	Donating
The Swire Charitable Trust	Funds projects that have legitimacy from a heritage perspective as well as the potential to deliver meaningful social and economic benefits to deprived communities or disadvantaged people.	The Swire Charitable Trust is an independent UK grant making charity. Since 1975 the Trust has supported a wide range of charities that share its commitment to delivering positive and lasting change to UK society. They have 3 funding programmes including opportunities, environment and heritage. For grants of £25,000 or more, they ask for a simple progress report at the end of the grant period. How to apply: One stage process, with a single online application form for all three programmes and all types of grant. Applicants must pass an eligibility test before being taken to online application form. After an initial assessment by the grants team, eligible applications are passed on to the appropriate Grants Committee/Quarterly Trustees meeting. Decisions are usually made within one to four months. In the applications they request you highlight how Covid-19 has affected your charity and the people you support and let them know how we have adapted our services and what challenges we are facing. Applications close 2-3 weeks before the Trustee Meetings. Applications for less than £25,000 are considered at monthly meeting and major grant requests (£25,000 please) at quarterly (January, April, July & October)	All Costs	No maximum or minimum grant size (grants based on the amount requested & size of the organisation)	Applications for less than £25,000 are considered at monthly meeting and major grant requests (£25,000 please) at quarterly (January, April, July & October)	Identified	private	Donating
Groundwork NI – Whitemountain Programme	Grants are available for projects making a positive impact at ground level, either developing facilities for community use or encouraging biodiversity and environmental improvements.	To be eligible to apply, all the below criteria must be met. Public parks and amenities Projects which provide, maintain or improve a public park or other public amenity in the vicinity of a landfill site, and which promote positive land management and community involvement e.g. community centres, village halls, public sporting facilities, pathways and play areas. Conservation of biodiversity Projects which promote biodiversity through the provision, conservation, restoration or enhancement of a natural habitat, or the maintenance or recovery of a species in its natural habitat. How to Apply Prior to submitting an application, all potential applicants are advised to contact Groundwork NI at whitmountainprogramme@groundworkni.co.uk to discuss their proposal and to confirm its eligibility. All applications are initially assessed by Groundwork NI for eligibility. Those projects which meet all of the eligibility criteria will then be assessed and scored against the following: - Impact on the natural, built and/or social environment - Impact on community benefits OR Impact on promotion of biodiversity - Level of community support & active involvement of beneficiaries - Long term sustainability & maintenance plans Applications are normally informed of the outcome within 8 weeks for the application deadline.	All Costs	£3,000 - £10,000	Deadlines: At 12:00 AM on • Friday 28th January 2022 • Friday 29th April 2022 • Friday 22nd July 2022 • Friday 21st October 2022	Identified	private	Donating
Schroder Charity Trust	The Schroder Charity Trust considers applications from UK registered charities and supports projects including communities, arts and culture, heritage and environment and conservation.	They fund both core costs and specific projects, but not large capital appeals. Grants are usually for a one-year period, rather than over multiple years. How to Apply: Applicants must complete an online eligibility form. If eligible, you will receive a confirmation email and can make an application. There are two rounds of grants made each year, summer and winter. It can take up to 9 months to receive a decision about application. They are unable to fund projects which have already started or been completed.	All Costs	Up to £5,000 (in 2020/21 the average grant was £4,008)	Applications re-open on Monday 31st January 2022	Identified	private	Donating
Architectural Heritage Fund - Project Development Grant	The AHF offers a range of grants to help not-for-private profit organisations to develop plans to revitalise heritage buildings. We can also provide advice and support to organisations seeking to take forward a project that has the potential to meet our priorities.	AHF's grants are designed to meet the following objectives: - Support people, communities & organisations to take ownership, to repair and adapt historic buildings and places for new sustainable uses. - To attract more investment for the conservation and sustainable re-use of the UK's architectural heritage. - To inspire the start-up and growth of new community enterprises that utilise historic buildings and places for public benefit. - To demonstrate the value of a well-managed historic built environment by championing and showcasing the impact of the projects we have supported. How to Apply Applicants should complete an online enquiry form to establish their eligibility. AHD will then be in contact to discuss the project. You can then complete a draft application, and once they have seen and commented on that, you can complete and submit a formal application form. Applications will be assessed in the following categories - Heritage Need (i.e. does project involve historic buildings) - Social Impact (i.e. does project have potential to make a significant positive social impact, particularly to disadvantaged areas such as urban communities. Will it help to build stronger and more cohesive communities) - Why Now? (i.e. does project have tangible outcome, grant will help project development) - Financial Need (priority given to organisations able to provide at least 50% partnership funding from other sources)	All Costs	Up to £20,000	Ongoing by 10 January 2022 for a decision in March 2022	Identified	public	Lending
Heritage Lottery Fund- National Lottery Grants for Heritage	A funding programme for projects that connect people and communities to the national, regional, and local heritage of the UK, funding organisations that look to connect people and communities to heritage in the UK	£3,000 to £10,000 - Heritage project lasting up to one year • Not-for-profit organisation or private owner of heritage Requirements: • Project must not start before a decision is made and it must focus on heritage in the UK • No deadline, 8-week assessment time • No contribution £10,000 to £250,000 - Heritage projects lasting up to five years • Not-for-profit organisation, a private owner of heritage (grants up to £100,000) or a partnership Requirements: • Project must not start before a decision is made and it must focus on heritage in the UK • No deadline, 8-week assessment time - For applications of £100,000 to £250,000 you must contribute at least 5% of project costs £250,000 to £5million, click here At this grant level, an Expression of Interest is required. If invited to apply, the application will then go through a development and a delivery phase • Heritage project delivered over five years • Not-for-profit organisation or partnership led by a not-for-profit organisation Requirements: • Project must not start before a decision is made and it must focus on heritage in the UK • Deadline for application- Quarterly Heritage lottery fund outcomes • Heritage will be in better condition • Heritage will be identified and better explained • People will have learnt about heritage, leading to change in ideas and actions Applications will be assessed in the following categories • Whether your project is relevant to heritage in the UK • The needs and opportunities your project will address • How strongly your project will achieve our priority outcomes for 2021-22 • Overall value for money • Potential risks to the project's success, especially in relation to impacts of the COVID-19 pandemic on project delivery • Your approach to environmental sustainability • How project outcomes will be sustained (for grants £10,000- £250,000 & £250,000- £5 Million) • Contribution of at least 5% of project costs for grants up to £1million and at least 10% for grants of £1million or more	All Costs	£3,000- £5,000,000	No deadline except for project of more than £250,000. Quarterly deadline	Identified	public	Donating
National Lottery Awards	Funding projects that are COVID-19 related (supporting people and/or communities at risk), or projects that bring people together, build strong relationships across communities, improve places and spaces of communities and help people to reach their potential	The fund supports projects that are: • Organisations supporting people who are at high risk from COVID-19 • Organisations supporting communities most likely to face increased demand and challenges as a direct result of measures to prevent the spread of COVID-19 • Organisations with high potential to support communities with the direct and indirect impact of COVID-19 If applying for something not COVID-19 related, then it must meet at least one of the funding priorities- • bring people together and build strong relationships in and across communities • improve the places and spaces that matter to communities • help more people to reach their potential, by supporting them at the earliest possible stage	All Costs	£300-£10,000	Ongoing (throughout year 2022)	Identified	public	Donating
Tesco Community Grant	Tesco Community Grants is open to charities and community organisations to apply for. The Society primarily allocates funds to projects within Northern Ireland that will have a positive impact in Northern Ireland. Preferred projects will be those demonstrating active participation and self-help. They should be innovative and developmental with an achievable, practical, and sustainable objective.	Every three months, three local good causes are selected to be in the blue token customer vote in Tesco stores throughout the UK. Since 2016 the scheme has supported over 40,000 community groups with more than £90 million in grants. Applications are open to all local good causes, but they are currently prioritising helping projects that support food security, children & young people.	Running Costs	Up to £1,500	Every three months, three local good causes are selected to be in the blue token customer vote in Tesco stores throughout the UK.	Identified	private	Donating
Mister Gardens Village Limited		Main objectives to which funds may be allocated are • Health • Disadvantaged sections of our society • Young people • Culture & heritage • Environment How to apply Online application. Before making an application, it is required to take a short eligibility quiz.	All Costs	£150,000 annually	To be confirmed	Identified	private	Donating
The Pilgrim Trust, Preservation and Scholarship Grant	The Preservation and Scholarship fund aims to preserve the fabric of historically important buildings and to conserve significant collections and artefacts. They want present and future generations to enjoy the rich and diverse heritage found throughout the UK.	They give particular consideration to - Preservation of, and repairs to, buildings or architectural features of outstanding architectural or historic importance particularly those at risk • Conservation of important artefacts and collections • Promotion of knowledge and its dissemination through academic research within institutions where historic, scientific or archaeological records are preserved.	All Costs	Average: £25,000	Quarterly deadlines, normally in March, June, September, and November	Identified	private	Donating
Begin Together Arts Fund – Bank of Ireland	Support artists and arts projects across the island of Ireland (Republic of Ireland and Northern Ireland), including all art forms whose projects benefit a range of audiences. The fund will support or commission artists or groups of artists to work with a partner organisation (e.g. a venue or event, arts organisation, community/voluntary organisation or another funding agency/organisation) in the development of new or existing artwork(s) / arts projects.	Applications are encouraged for artwork(s) / arts project(s) across all artforms, which take place on the island of Ireland, and enhance the wellbeing of the communities and audiences involved. They are seeking to fund artwork(s) / art project(s) that align with one of these two criteria: • Have been adapted due to COVID-19, this may include projects that require funding to help with the costs, equipment or expertise related to: o Technology and distribution of artwork(s) / arts project(s) online (e.g. professional filming, equipment, and skills required) o Adapting venues, exhibition spaces or spaces for performances for socially distant audiences etc. o Adapting models for the delivery of learning and public engagement programmes to reach their audiences o Adapting artwork(s) / arts project(s) so they can be realised in the public realm or outdoors • Are inspired by/respond to COVID-19, seeking to support the creation of new artwork(s) / arts project(s) based on themes, narratives, or ideas which have been prompted due to living through the pandemic and our current environment. o Created specifically for digital and online audiences i.e. For the public realm or outdoors o Hybrid models of delivery (e.g. online and in-venue) o To respond to themes of people impacted by COVID-19, lockdown, reopening of society, etc.	All Costs	£3,000 - €10,000	To be confirmed	Identified	private	Donating
Belfast City Council, Make Yourself at Home	Opportunity for stakeholders across a diverse range of sectors (tourism, public and private, culture, art, heritage, sport, community and voluntary) to engage in the process of co-designing authentic and sustainable cultural tourism products that will bring vitality to their own neighbourhoods, local residents and visitors alike.	Infrastructure • Support for visitor servicing and information access points across the city- including support for visitor servicing based in local areas. • Quality and innovative signage, interpretation and wayfinding- including developing new digital approach • Developing Council owned visitor attractions, parks and open spaces. • Inclusion of tourism as a priority in the Neighbourhood Regeneration Fund Product Development There is an opportunity to enable local communities to tell their stories and to co-design, creating tourism experience that respond to market research and consumer demands. Current trends are for experiential products and packages offering ease of access and a high-quality visitor experience. In order to facilitate product development in city neighbourhoods, BCC will launch an Experience Development Fund. This will support the development of tourism 'clusters' including: • Support from tourism experts to enhance existing products or research, or to develop and pilot new products that maximise opportunities to link with the wider city offer and ensure customer and market-led focus. • Investment to bring these products to market. • Long term capacity building to ensure all parts of the city have the opportunity to benefit from tourism investment. This programme will be implemented as part of the Belfast Visitor Experience Framework.	All Costs	To be confirmed	To be confirmed	Identified	public	Donating
National Tourism Events Sponsorship Scheme	The National Tourism Events Sponsorship Scheme 2022/23 will aim to enable events to animate key tourism assets, in particular outdoor spaces, and align with the Embrace a Giant Spirit experience brand.	This scheme will focus upon national tourism events that: • are aligned to the motivations of the key market segments - enhance and enliven the quality of the visitor experience through event programmes that animate the destination in line with the Northern Ireland experience brand - increase visitor numbers and spend, through attendance from geographic locations outside of the host region where reasonable and appropriate, in line with COVID-19 restrictions. Events must satisfy the parameters below to apply for the National Tourism Events Sponsorship Scheme: • Total visitor numbers greater than 1,000. Please note live and hybrid events must have 1,000 visitors not including an online audience. • Events must have a minimum income of £50,000 through ticket sales, private sponsorship, other public sector, merchandise etc. (prior to receiving monies from Tourism NI). • Events must have an overall minimum expenditure of £50,000. • Sponsorship awards are available from Tourism NI of between £6,000 and £30,000 including VAT. • Tourism NI support cannot be included as part of the minimum income requirement. • In-kind support is not included in the budget, although there is an opportunity elsewhere in the application to detail in-kind support. • Conference/exhibitions & community festivals are not eligible.	All Costs	Between £6,000 & £30,000	Monday 17th Jan. 2022 at 12:00 AM	Identified	public	Donating
Moy Park Community	Funding will support on the ground projects of voluntary and community groups and charities in local communities. They will consider larger funding support for organisations working across different communities and will consider funding applications for the	Their priorities include: • Projects must be run in local communities in which Moy Park (including its affiliate companies) has a presence • Project-based funding applications from not for profit local voluntary and community groups and charities with community-based objectives • The core purpose of the application should relate to one or more of the following: o Health & well-being (to include the prevention or relief of sickness, disease or human suffering) o Social welfare (for those in need by reason of youth, age, ill-health, disability, financial hardship or other disadvantage) o Education o Community development o Community relations o Arts, culture o Amateur sport o Environmental protection or improvement. How to Apply 'Submit application form online, no supporting documents required at this stage but may be required later in the process. Applications received will be regularly	Running	Pledge to donate £1million between 2020 and 2022, but no details on individual award				

Annex 2 – Genova tailored funding sources

Funder, including website	Funder focus	Description	Use of funding	Funding range	Application date	Status	Financing Source
ENI CBC MED	EU project	SME4SmartCities: Eu project with the aim to solve city challenges through innovation offers by Start-ups. The challenges proposed by Genoa will probably be implemented in the pilot area.	Running Costs	€ 60.000,00	31/5/2022	Accepted	public
ENI CBC MED	Eu project	Grow up - Resmyle project: Rethinking the employment and social inclusion of young mediterranean people through sustainable development. The project will promote new activities inspired by topics connected to integrated sustainability (i.e. bringing together the social, economic, environmental, and cultural dimensions of sustainability). In Genoa, a call for ideas has just been launched.	Running Costs	€ 50.000,00	30/6/2022	Accepted	public
Municipality of Genoa	Local development	Bonus Affitti - A call issued by the Municipality of Genoa with the aim to revitalise the Historical centre by financing rent for new companies and shops opting to settle in the area's empty spaces. In the past year, an additional new call dedicated to artists and craftsmen was launched.	Running Costs	€ 1.650.000,00	ongoing	Accepted	public
Compagnia di San Paolo	Local development	Distretto Genova Jeans - the project foresees the creation of a Jeans District in the pilot area, characterised by innovation and sustainability and aiming at capitalising and developing the immaterial heritage of the city.	Running Costs	€ 50.000,00	ongoing	Accepted	private
Municipality of Genoa	Local development	ZIP Project - PON Metro 2014-2020 - React EU - Zena Innovative People: a project testing new business models with the aim of activating processes for the creation of socially innovative enterprises.	Running Costs	€ 1.700.000,00	ongoing	Accepted	public
		Renovation of "Castello D'Albertis" Museum.	Tangible Assets	€ 910.217,00	5/6/2024	Accepted	public
		"Albergo dei Poveri" University: new pedestrian road connecting historical centre to the park	Tangible Assets	€ 5.720.000,00	16/3/2026	Accepted	public
		"Valletta Carbonara" park: new sport centre and urban park	Tangible Assets	€ 10.000.000,00	16/3/2026	Accepted	public
		Social housing: via di Pre 12-14	Tangible Assets	€ 1.532.677,00	9/6/2024	Accepted	public
		"Tabarca" and "Metelino" buildings: mixed use (social housing, commercial, museum, Urban Centre)	Tangible Assets	€ 18.561.169,00	15/4/2025	Accepted	public
		Technology innovation: vehicles control access	Tangible Assets	€ 1.128.000,00	12/11/2023	Accepted	public
		Technology innovation: surveillance for security and monitoring	Tangible Assets	€ 3.780.000,00	13/10/2024	Accepted	public
		Social and affordable housing (n.21 apartments on via di Pre area)	Tangible Assets	€ 876.978,00	15/4/2025	Accepted	public
		Via Balbi 9: social housing, cohousing and public services (n.23 apartments)	Tangible Assets	€ 9.028.272,00	16/3/2026	Accepted	public
		"Palazzo Rebuffo-Serra": renovation for public use (lecture and exhibition room)	Tangible Assets	€ 1.425.423,00	13/7/2025	Accepted	public
		"Ex Cinema Teatro Fossatello": new cultural centre	Tangible Assets	€ 705.787,00	13/11/2023	Accepted	public
		n.5 public squares renovation	Tangible Assets	€ 3.563.540,00	8/5/2025	Accepted	public

MIMS -
<https://www.mit.gov.it/>

Recovery and Resilience Plan. - Mission n.5: Inclusion and cohesion - Investment n.5: National Plan "Qualità dell'abitare"

Annex 3 – Lisbon’s tailored funding sources

Mission / Objective	Funder, including website	Funder focus	Description	Use of funding	Funding range	Application date	Status			Financing Source	Financing model	Specific model
	Fundo Ambiental (Ministry of Environment Portugal)	Environment (for HUB-In the most interesting are on Climate change Mitigation and environmental awareness / education).	Calls are launched over the year for small scale projects. Usually few time for application and implementation (4 months to 1 year). Usually 70% co-financing and projects of 50.000€. With or without consortium	All Costs	50.000€	Diverse	Identified			public	Donating	Grant
	PRR - Programa Vale Eficiência	Energy Efficiency in residential buildings to tackle energy poverty	Support program for vulnerable families, to invest on efficient energy solutions / technologies for their houses (solar energy, efficient windows, insulation...). Applications are accepted until 20.000 vales are emmited.	Tangible Assets	1300 per house	Until 20.000 vales are emmited	Identified			public	Donating	Grant
	PRR - Apoio à concretização de Comunidades de Energia Renovável e Autoconsumo Coletivo	Renewable energy	Support program to develop renewable energy communities (for public and private buildings)	Tangible Assets		31st october 2022 (or until the end of budget)	Identified			public	Donating	Grant
1, 2 and 3	Fundação Calouste Gulbenkian - Programa Desenvolvimento Sustentável	Climate Action (Circular economy, food, waste..) / Innovation and Social Impact (Hack for good, Mustard Seed Maze...)	Support of projects in these areas without specific open calls	All Costs	Diverse	Open	Identified			private	Donating	Grant
Lisbon municipality financing programs	RAAML - Regulamento de Atribuição de Apoios pelo Município de Lisboa https://informacoeseeservicos.lisboa.pt/servicos/detalhe/atribuicao-de-apoios-pelo-municipio-de-lisboa https://op.lisboaparticipa.pt https://bipzip.lisboa.pt/											
	Other possible financing sources: Fundação Francisco Manuel dos Santos; Fundação AGEAS, Montepio, La Caixa, Santander, Fundação EDP, Fundação Agha Kan, EPAL (desenvolver)											
	Programas europeus?											
	https://bmpesquisa.cm-lisboa.pt/pls/OKUL/app_bm.download_my_file?p_file=3740#search											

Annex 4 – Slovenska Bistrica tailored funding sources

Funder, including website	Funder focus	Description of funding programme	Use of funding	Funding range	Application date	Status	Financing Source	Financing model	Specific model
Slovenska Bistrica Municipality	Sustainable social and economic development.	Regeneration of the Crouzet building to create work and event spaces for citizens, local entrepreneurs and SMEs. Investments in the regeneration of HUA.	All Costs		No deadline	Committ ed	public	Investing	grant
Ministry of Culture Slovene Enterprise Fund	Investments in refurbishment/revitalisation of cultural heritage		Renovati on Costs		No deadline	Identifie d	public	Investing	grant
Fund of Funds	A leading national financial fund for support of SMEs, start-ups, scale-ups and innovative companies.	Support of the growth and development of entrepreneurship in Slovenia.			No deadline	Wishlist	public	Lending	grant and loan
	The use of European cohesion funds.	Financing development and entrepreneurship.			No deadline	Wishlist	public	Lending	loan, guarantees
Centre of Creativity Public Fund for Cultural Activities (ISKD)	System of support activities for creators who contribute, together with our partner network, to the development of the sector.	Development of new products and services, education, internationalization, networking, research, online services, and promotion. Their programmes help enhance the creative sectors' social and economic value while forging stronger ties with the business and other sectors. Together with grants from the Ministry of Culture, it forms a supportive framework for the sectors' development.	Running Costs		No deadline	Wishlist	public	Investing	
	It supports active creativity, the development of creative capacities, professional standards, and expands the availability of cultural programmes.	It enables personal growth and cultural integration, encourages programmes of cultural education and lifelong learning and enhances competencies, skills and abilities.			No deadline	Wishlist	public		
SPIRIT Interreg programmes for SI	National public agency for promotion of entrepreneurship, internationalization, foreign investment and technology	Public funding for subjects of innovation ecosystem who support businesses to overcome their business challenges - https://www.podjetniski-portal.si/programi/slo-subjekti-inovativnega-okolja-slo		Could cover part of programme costs for accelerator programme	NA	Wishlist	public	Investing	grant
https://www.adrioniinterreg.eu/	The ADRION programme is a European transnational programme that invests in regional innovation systems, cultural and natural heritage, environmental resilience, sustainable transport and mobility as well as capacity building. As a transnational cooperation programme, ADRION main contribution will be to exchange and transfer experiences between regions, support transnational interventions and capacity building, as well as to answer to current needs and challenges within the region.	A more competitive and smarter Europe by promoting innovative and smart economic transformation and regional ICT connectivity (PO 1); Developing and enhancing research and innovation capacities and the uptake of advanced technologies Developing skills for smart specialisation, industrial transition and entrepreneurship	Running Costs	usually covers staff costs and small pilot cost	Not available yet	Wishlist	public	Donating	grant
https://www.alpine-space.eu/	The Interreg Alpine Space programme co-finances and supports cooperation projects across the borders of seven Alpine countries. Within the current period 2021-2027, we are at the forefront of the transition to a unique, carbon neutral and climate resilient European territory: the Alpine Region.	Relevant priorities: Priority 1: Climate resilient and green Alpine region Priority 2: Carbon neutral and resource sensitive Alpine region Priority 3: Innovation and digitalisation supporting a green Alpine region	Running Costs	usually covers staff costs and small pilot cost	Small scale projects - DEC 2022 Calsic projects - May 2023	Identifie d	public	Donating	grant
https://www.interreg-central.eu/	With our funding, we hope to contribute to a more united central Europe that cooperates - to become smarter, greener, more integrated, and better connected together.	We fund projects that enhance innovation capacities and encourage the uptake of advanced technologies. But also those that build capacities for smart specialisation, industrial transition and entrepreneurship.	Running Costs	usually covers staff costs and small pilot cost	Next call launch - early 2023	Wishlist	public	Donating	grant
https://www.interreg-danube.eu/	'Danube Region Programme 2021-2027' – for a smarter, greener, more social and better cooperating Danube region.	Most relevant is Priority 3 - A More social Danube region - 3.3. Socio-economic developemnt through heritage, culture and tourism	Running Costs	usually covers staff costs and small pilot cost	Next call launch in Sept 2022	Wishlist	public	Donating	grant
https://interreg-euro-med.eu/en/	European Territorial Cooperation Programme that aims to make the Mediterranean region smarter and greener and improve the governance between its stakeholders. We provide funds for projects developed and managed by public administrations, universities, private and civil society organisations.	Mission: Protecting, restoring and valorising the natural environment and heritage Thematic projects types (options): Study projects perform analyses to better address a thematic issue and open the door to the development of new instruments, policies, strategies, and action plans. Test projects experiment common instruments, policies, strategies and action plans already developed to validate concrete solutions to be transferred. Transfer projects optimise and share validated common instruments, policies, strategies and actions plans to have the stakeholders adopt them. Strategic territorial projects conduct studies, test solutions and transfer results addressing the strategic topics of a specific typology of territories.	Running Costs	usually covers staff costs and small pilot cost	Call open until 27 Oct 2022	Identifie d	public	Donating	grant
http://www.si-at.eu/en2/	Slovenia-Austria programme: The overall aims of the programme are to reduce territorial disparities in the cross-border region, to drive change and take opportunity of new development trends by pooling resources across national borders in order to be better prepared for the future and to alleviate border obstacles to better cooperate across national borders in specific areas.	Relevant priority: Priority 2. A more competent and competitive region SO 2.2. Sustainable economic development based on culture and tourism potentials	Running Costs	usually covers staff costs and small pilot cost	Not available yet	Wishlist	public	Donating	grant
http://www.si-hr.eu/en2/	The Cooperation Programme Interreg V-A Slovenia-Croatia aims at promoting sustainable, safe and vibrant border area by fostering smart approaches to preservation, mobilization and management of natural and cultural resources for the benefit of the people living and working in or visiting the area.	new porgramme expected this autumn 2022 Likely S.O. Enhancing the role of culture and sustainable tourism in economic developemnt, social inclusion and working in or visiting the area	Running Costs	usually covers staff costs and small pilot cost	Not available yet	Wishlist	public	Donating	grant
https://interreg.eu/programme/interreg-slovenia-hungary/	Slovenia-Hungary programme The overall objective of the Programme is to become an attractive area for living, working, investing, undertaking trough better capitalizing on existing natural and cultural assets in tourism catalyzing the development of the whole region on one hand and on the other jointly addressing those common problems which call for common solutions at CBC level.	New porgramme expected this autumn 2022 Likely S.O. Enhancing the role of culture and sustainable tourism in economic developemnt, social inclusion and social innovatioN	Running Costs	usually covers staff costs and small pilot cost	Not available yet	Wishlist	public	Donating	grant
https://www.interreg-europe.eu/	Interreg Europe helps regional and local governments across Europe to develop and deliver better policy. The programme is structured around one single cross-cutting priority, the Interreg-specific objective 'a better cooperation governance'. This means that beneficiaries can cooperate on any topics of shared relevance in line with their regional needs, as long as this falls within the scope of cohesion policy	All cohesion priorities	Running Costs	staff costs	May 2023	Wishlist	public	Donating	grant
https://ec.europa.eu/european-social-fund-plus/en/esf-social-innovation	Social innovation grant scheme: The initiative will launch EU-level calls for proposals. These will be aimed at supporting transnational projects that facilitate transfer and/ or scaling up of social innovations. This will include several types of action. Some projects will conceptualise and validate tested approaches, some will help to roll out validated models across Europe, others will help the social innovation support organisations to improve their capacities.	Social innovation related			Not available yet	Wishlist	public	Donating	grant
HORIZON	Sustainable and resource-efficient solutions for an open, accessible, inclusive, resilient and low-emission cultural heritage: prevention, monitoring, management, maintenance, and renovation (Built4People)				Open in Sept 2022 Deadline 24.1.2023	Wishlist	public	Donating	grant
HORIZON	Solutions for the sustainable, resilient, inclusive and accessible regeneration of neighbourhoods enabling low carbon footprint lifestyles and businesses (Built4People)	Lasting behavioural change of people and economic actors towards lower carbon footprint lifestyles and businesses. More sustainable, low emission, inclusive and affordable neighbourhoods and built environment.							
New EU Bauhaus	The New European Bauhaus is a creative and interdisciplinary initiative that connects the European Green Deal to our living spaces and experiences.	Various EU funding opportunities are supporting the initiative https://new-european-bauhaus.europa.eu/get-involved/funding-opportunities_en			Next stage TBA				



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