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**TOWARDS  
INNOVATIVE,  
INCLUSIVE AND  
CREATIVE HUBS  
IN EUROPEAN CITIES  
AN ACTION PLAN  
FOR CENTRINNO,  
HUB-IN AND T-FACTOR  
CLUSTERING ACTIVITIES**



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## Deliverable Table

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<b>STATUS</b>	Final
<b>ABSTRACT</b>	This document provides the rationale and starting plan of the clustering activities involving CENTRINNO, HUB-IN and T-FACTOR projects.
<b>KEYWORDS</b>	Urban Regeneration, Historic Urban Areas, Culture and Creativity, Co-creation.
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## Executive Summary

**CENTRINNO<sup>1</sup>, T-FACTOR<sup>2</sup>, and HUB-IN<sup>3</sup>** are the three so-called “Sister Projects” (SPs) financed through the call H2020-SC5-20-2019 as *innovation actions* under the topic “Transforming historic urban areas and/or cultural landscapes into hubs of entrepreneurship and social and cultural integration”.

With their own specificities, all of the SPs broadly aim at **leveraging international cooperation driven by research & innovation to co-develop new approaches to the regeneration of our cities and their historical heritage**. Working creatively and collaboratively across themes such as *social innovation, social inclusion, entrepreneurship, culture and creativity, circular economy, temporary urbanism* and more, the three projects have the ultimate ambition of **creating a network of urban hubs that can show viable ways forward towards the transition to resilient, inclusive and vibrant cities across Europe**.

These overarching similarities and own specificities open up valuable opportunities for the development of synergies across the three SPs that will be explored in a series of joint Clustering Activities.

This document provides the rationale and roadmap for the development and implementation of the Clustering Activities (CAs) throughout the lifespan of the three SPs, and it is articulated along three Sections:

1. **Manifesto**, introducing the general framework and key objectives of the SPs;
2. **Projects’ Key Specificities**, detailing the commonalities and differences across the SPs;
3. **Action Plan**, identifying the main activities and shared outputs to be implemented and produced in this common journey.

Specifically, the **Manifesto** provides an overview of the main common aims of the SPs. It includes six action points to face current challenges in historic urban areas, built from the main features of each project’s approach and research questions, their expected contribution to policy-making on the topic, and their envisaged results and legacies.

The **Projects’ Key Specificities** section further dives into each project and provides an overview on their commonalities and differences along the following dimensions: *goals; research questions; thematic focus; pilots; soft skills; hard skills; infrastructures; and contribution to the creation of more resilient, innovative, inclusive and sustainable cities*.

Finally, the **Action Plan** details the roadmap for the CAs. CAs will be organised along three stages corresponding to three core output areas of the projects: (1) *Understanding Local Ecosystems*; (2) *Sharing Tools & Methodologies*; and (3) *Densifying Networks of Innovation and Guiding Replication*. Each stage will encompass a joint thematic workshop geared towards cross-pollinating the principles, approaches, methods, and strategies adopted by the three Sister Projects in the preparation of their core deliverables/outputs. Moreover, the **Action Plan** describes the framework and objectives of the two main joint deliverables of the CAs: the **Policy Report** and the **Final Clustering Report**.

1. **CENTRINNO**: New CENTRALities in INdustrial areas as engines for inNOvation and urban transformation. <https://centrinno.eu/>

2. **T-FACTOR**: Unleashing future-facing urban hubs through culture and creativity-led strategies of transformative time. <https://www.t-factor.eu/>

3. **HUB-IN**: Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas. <https://hubin-project.eu/>

# 1 - Manifesto

CENTRINNO, HUB-IN and T-Factor are three Horizon 2020 research & innovation actions committed to transform historic urban areas across Europe into hubs of entrepreneurship and social and cultural integration and inclusion. By collaborating as **sister projects** (SPs) they constitute a **Cluster of Innovative, Inclusive and Creative Hubs and** within shared objectives and desired impacts, they shall form **an international platform of research, new knowledge co-creation, and learning exchange geared towards new approaches and tools to the way we make our cities in the age of uncertainty and disruptive changes.**

In this cluster where the overarching challenge is the same, each project brings about its own perspective, as well as its own discoveries and innovation paths to be uncovered. There is rich diversity in terms of cities and areas targeted, thematic foci, sectors addressed, solutions and tools to be tested, as well as expertise and disciplinary domains at stake. Nevertheless, such diversity should be **oriented towards shared and mutually reinforcing strategies to create more resilient, innovative cities, while ultimately informing and influencing policy making at EU level.**

All together, the three projects involve a total of **26 European cities**, with 4 cities participating in more than one project (Figure 1). This represents a unique opportunity to test and scale up transformative regeneration processes across a diversity of geographies, cultures, socio-cultural capitals and connotations of heritage that make European cities unique.

Figure 1 - Cities involved as pilot location

- CENTRINNO in blue
- T-FACTOR in red
- HUB-IN in green

1. Amsterdam	● ●	14. Lisbon	● ●
2. Angouleme	●	15. Lodz	●
3. Barcelona	● ●	16. London	●
4. Belfast	●	17. Marseille	●
5. Bilbao	●	18. Milan	● ●
6. Blondous	●	19. New York	●
7. Brasov	●	20. Nicosia	●
8. Copenhagen	●	21. Paris	●
9. Dortmund	●	22. Shangai	●
10. Florence	●	23. Slovenka Bistrica	●
11. Geneve	●	24. Tallinn	●
12. Genova	●	25. Utrecht	●
13. Kaunas	●	26. Zagreb	●



More in detail, the SPs are committed to achieve the following results:

- **Innovative ways of mapping, understanding and analysing** urban contexts and their assets under collaborative and participatory approaches.
- New methodologies and approaches for **impact assessment in transformative urban regeneration**, exploring novel theories of change and metrics rooted in systems thinking.

- New solutions and tools for **place-based innovation to re-activate and re-generate urban areas**. Such tools consider how trends of abandonment and neglect of historic urban areas and landscapes can be reversed in the aftermath of Covid-19 pandemic.
- **Creation and densification of innovative hubs** that can be replicated in other European cities, exploring new approaches to the creation of innovation hubs and alternative economic models; The role of socially innovative start-ups, cultural and creative industries, including from the digital technologies sector, small scale advanced manufacturing producers and local 'makers'; Potential for replicability.

As a very final result, the three SPs will propel the impact of the projects' results, by **connecting 46 cities** (26 city pilots + 20 follower cities), their local ecosystems of stakeholders and the three SPs project partners. Through this **empowered network of Hubs of Innovation and cities**, the SPs will be in better conditions to test solutions and validate **policy recommendations**. A community of innovation actors will be mobilised through the joint actions of the three projects. Citizens will be strongly engaged and new collaboration networks across Europe will be promoted.

The following points of the Manifesto present the common position of the three SPs when facing the aforementioned challenges.

### **1. Innovative hubs and heritage-driven urban regeneration have the potential to unlock alternative economies and support human development**

To achieve the objectives of an inclusive, resilient and thriving society, Europe needs a resource-efficient economy driven by a radical new growth strategy. The three SPs support both the digital transition and a new industrial revolution, in line with the priorities of the **EU Green Deal**.<sup>4</sup> The new economy is green, circular, collaborative and inclusive. It supports sustainable and purposeful jobs and activities that promote human development. It leverages new business models that exploit the potential of digitalisation to unlock better services and products. It is more resilient and prepared to face systemic risks. Fundamentally, it is a locally rooted, yet globally connected economy that aspires to the common good while operating within planetary boundaries.

Each SP explores different connotations of this new economy through the transformation of historic urban areas into innovative hubs, according to the values and aims of the **EU Urban Agenda**.<sup>5</sup> Aligned with the **New European Bauhaus**,<sup>6</sup> the SPs foster regeneration of urban spaces combining sustainability and aesthetics in a human-centred way. The clustering is also aligned with the **European Skills Agenda**,<sup>7</sup> exploring the role that urban regeneration can play in boosting new skills and knowledge for the new workforce, connecting local production with industry and societal challenges. Fab-labs, Fab-Hubs, creative industries and other types of hubs can foster the alignment of industry, society and environmental needs.

### **2. New urban regeneration models are tested and prototyped through networks of innovative hubs in different European cities, developing examples and methods for the future of other cities**

Place prototyping, open innovation mechanisms and micro-missions are implemented at the local scale and tested in historic urban areas, from heritage elements and existing mix-used buildings to meanwhile spaces or abandoned areas, from traditional historic centres to historic industrial areas and cultural landscapes. The innovative hubs prototyped in each SP, along with community-based approaches and cross collaboration at the district level will pave the ground for other

4. **EU Green Deal**: [https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en)

5. **EU Urban Agenda**: <https://ec.europa.eu/futurium/en/urban-agenda>

6. **New European Bauhaus** [https://europa.eu/new-european-bauhaus/index\\_en](https://europa.eu/new-european-bauhaus/index_en)

7. **European Skills Agenda**: <https://ec.europa.eu/social/main.jsp?catId=1223&langId=en>

initiatives on energy efficiency or neighbourhood regeneration that are based on collective and local governance, such as the **Renovation Wave**. Prototyping and experimentation approaches inform current regeneration masterplans and existing processes and are aimed at increasing ambitions of quality spaces. Exchanges and learning across cities and SPs allow local findings to be compared and analysed. They inform models that can be later transferred and implemented in other cities. Prototyping the future of historic urban areas at the local scale enables a more efficient, inclusive and sustainable investment in future urban redevelopments.

**3. Civil society and bottom-up processes have the potential to lead to productive and collaborative communities that play an active role in the transformation of the historic urban areas where they live and work**

Place prototyping is developed through open innovation mechanisms and participatory processes that involve the local communities, and contribute to key goals of the **New Leipzig Charter** such as, in particular, the pursuit of the Productive and Just City. Innovative hubs answer to local issues and needs, raising awareness of different audiences, especially marginalised communities. Experimentation is co-designed, co-developed and co-created with local communities, building agency and legitimacy for change in urban transformation processes. Innovative urban regeneration must provide services to sustain inclusion and equality, as well as improve the perception of safe, quality, and affordable urban areas.

**4. The development potential of heritage and local culture is key to co-define alternative economies and prevent the decline of historic urban areas**

Exploring, understanding and discussing heritage and local culture enables new narratives on viable sustainable economies. Understanding the past of historic urban areas, both in their material and immaterial aspects, is key to defining the values and core elements behind their new urban regeneration models. In order to foster climate resilience, new collaborative and circular economies and an equitable and inclusive society, cities need to understand their starting point and connect their existing and emerging values to their background and history. As mentioned in the **New European Agenda for Culture**, the **Creative Europe Programme**, and the European framework for Action on Cultural Heritage, exploring our cultural heritage is key to raising awareness of our shared past and reinforcing our belonging to a common European past, present and future.

**5. Sustainable urban transformations must be rooted in the endogenous potential of HUA**

Understanding the layers of material resources, spaces and knowledge in historic urban areas is key to develop sustainable and alternative economies that are restorative and regenerative by design. All types of waste (material, but also underused knowledge and social potential) must be understood as a resource. Mapping the local potential of historic urban areas through a circular lens, especially in historic industrial areas, reframes their productive capacity, considering the role of local communities, as well as a sustainable and efficient use of resources. Experimentation in the three SPs supports the implementation of the Circular Economy in Europe, in line with the **Circular Cities and Regions Initiative**,<sup>13</sup> as well as the use of technology for a green, digital, and socially responsive recovery in line with **Intelligent Cities Challenge**<sup>14</sup> by DG GROW. Moreover, the clustering will indirectly contribute to several objectives of the **EU Mission for Climate-Neutral and Smart Cities**,<sup>15</sup> such as new land use frameworks for urban regeneration, innovative mechanisms for citizens engagement, the development of a strong monitoring and evaluation framework, educational methodologies and programs for the reskilling of the workforce within green, digital and creative activities.

13. **Circular Cities and Regions Initiative:** [https://ec.europa.eu/info/research-and-innovation/research-area/environment/circular-economy/circular-cities-and-regions-initiative\\_en](https://ec.europa.eu/info/research-and-innovation/research-area/environment/circular-economy/circular-cities-and-regions-initiative_en)

14. **Intelligent Cities Challenge:** <https://www.intelligentcitieschallenge.eu/>

15. **EU Mission for Climate-Neutral and Smart Cities:** [https://ec.europa.eu/info/research-and-innovation/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe/eu-missions-horizon-europe/climate-neutral-and-smart-cities\\_en#more-information](https://ec.europa.eu/info/research-and-innovation/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe/eu-missions-horizon-europe/climate-neutral-and-smart-cities_en#more-information)

## 6. The long-term sustainability of new alternative economies and innovative urban regeneration models in urban historic areas relies on strong international networks

The legacy of the three SPs is constituted by several project outcomes and tools, such as the Historic Urban Areas Business Model Catalogue, or the HUB-IN toolkit in the case of HUB-IN; the Meanwhile Uses Toolkit or the Six-Steps guide for transformative meanwhile in the case of T-FACTOR; the Fab City Hubs Toolkit, or the Urban Resources Mapping Guidebook in the case of CENTRINNO. Nevertheless, cities need wider networks' governance structures to further explore new urban regeneration models for historic urban areas and support the sustainability of alternative economies. The three SPs are part of bigger networks that foster dissemination and exploitation of their legacy, such as the T-FACTOR Think Tank, the HUB-IN Alliance and the Fab City Network.

The points included in the Manifesto are a common ground to find synergies and explore collaboration between the three SPs. Each project will focus on different aspects of the manifesto, supporting a particular dimension of the new economies and testing its own version(s) of innovative urban regeneration models for historic urban areas. In the next section, the key specificities of each SP illustrate their particular approaches, objectives and characteristics under the same overarching ambition.

## 2 - Projects' Key Specificities

This section of the Action Plan provides an overview of the core characteristics and specificities of each project in relation to a number of common dimensions, including:

- **Core goals;**
- **Overarching research questions** that drive discovery and learning;
- **Thematic and/or methodological foci;**
- **Pilot sites of experimentation** for the concrete development and application of innovative solutions and processes (i.e. pilots);
- **Skills and knowledge domains** mainly covered (Soft and Hard skills);
- **Infrastructure**, understood as the core material and immaterial assets that are unlocked and leveraged by each project;
- **Contribution in creating a more resilient, innovative, inclusive and sustainable city** and to the SC5-20-2019 impact domains.

**CENTRINNO, T-FACTOR and HUB-IN** are funded under the same call, and therefore aim to achieve meaningful impact in all of the four broad domains set by the SC5-20-2019 topic, namely: Enhancing quality of life, well-being and inclusion in cities; unlocking new partnerships and job opportunities in the cultural and creative sectors; providing viable paths for heritage-driven urban regeneration and reversion of abandonment and decay; and opening up new models of light reindustrialisation that can accommodate trajectories of thriving and sustainable urban development.

Yet, the potential that sits in each project - and that can turn into an opportunity for spillover benefits at scale thanks to strategic synergies - is the **diversity in their theories of changes, and the different leverage points, catalytic factors and value flows that they aim to unravel**. Even more than commonalities, the specificities of each project across the dimensions mentioned above may turn out to be key levers that, through strategic synergies and collaborations, can create a **unique portfolio of innovations for urban regeneration driven by heritage, culture, creativity and encompassing aspirations of more just, sustainable and inclusive cities and communities**.

At this stage, the Action Plan mainly outlines the key characteristics of each project and describes the general framework of key collaboration moments that are meant to unravel a more granular roadmap for continuous knowledge exchange, peer learning and co-creation. Table 1 contains a description of the key characteristics.





**Core Goals**

CENTRINNO	T-FACTOR	HUB-IN
Reveal the heritage value of industrial sites and the role of <b>21st century craftsmanship</b> in Europe to foster a more inclusive and sustainable productive regeneration model for industrial areas.	Demonstrate the key role that <b>meanwhile or temporary uses</b> can play in driving urban regeneration towards more sustainable, inclusive and thriving urban areas.	Transform and regenerate Historic Urban Areas (HUA) using <b>innovation and entrepreneurship</b> as the main catalyst, preserving the unique identity of the HUAs in terms of their cultural, social and natural values.

**Overarching Research questions**

CENTRINNO	T-FACTOR	HUB-IN
How can industrial historical areas become hubs that foster a new inclusive, productive and circular economy in European cities?	How can meanwhile uses become a strategic asset in urban regeneration to deliver more inclusive, thriving and sustainable cities?	How can networks of hubs regenerate HUAs, sharing innovation and entrepreneurship and adopting cultural heritage and sustainability as main drivers of transformation?

**Thematic and/or Methodological Foci**

CENTRINNO	T-FACTOR	HUB-IN
<b>Industrial historic areas and unused urban spaces</b> which are undergoing a transformation process, with 5 main streams of action: heritage, circularity, vocational training, social inclusion and the role of Fab City Hubs.	<b>Meanwhile or temporary uses</b> as a way to convene different publics and communities and pool material and immaterial assets around place-based missions of innovations that can transform the trajectory of masterplans towards higher ambitions of sustainable, thriving and urban regeneration.	Create and densify a <b>network of innovation by rethinking and readapting the local cultural, social and natural values of each HUA</b> , combining local approaches with global networks on three clusters of innovation: Culture and Creative Industries, new Life Styles, endogenous natural and social resources.

**Sites of Experimentation**

CENTRINNO	T-FACTOR	HUB-IN
<b>Nine city pilots</b> , implementing actions in different economic sectors: <b>digital manufacturing and creative craftsmanship</b> are transversal to most of them, which include agriculture and urban gardening, carpentry and wood making, food production, logistics and transformation, leather and textile production and transformation, fashion.	<b>Eight frontrunner and Six pilot cities</b> forming a community of practice on <i>meanwhile in urban regeneration</i> , with key sectors targeted such as real estate, public sector, finance, cultural and creative industries, construction, social services and services of general interest, urban regeneration consultancies, academia.	<b>Eight city pilots</b> , sharing methodology based on cross-fertilization with <b>20+ follower cities</b> . The city pilots will develop hubs of innovation and locally co-created action plans, based on community needs. Place-based approach is crucial for regenerating HUAs, promoting open innovation based on re-adaptation and rethinking of the unique values of each HUA.





**Skills and Knowledge Domains (Soft skills)**

CENTRINNO	T-FACTOR	HUB-IN
Workshops, training sessions, urban metabolism analysis, stakeholder mapping, co-creation and participation techniques.	Systems thinking, speculative design, service design, co-creation and co-production.	Collaboration and co-creative methodologies, training program/sessions, stakeholders mapping and engagement, geospatial methodologies.

**Skills and Knowledge Domains (Hard skills)**

CENTRINNO	T-FACTOR	HUB-IN
Implementation of hubs and new products and jobs connected to <b>craftsmanship, circularity and digital fabrication.</b>	<b>Circular and collaborative business models,</b> digital place-making, making and digital manufacturing, social innovation and inclusion.	<b>Prototyping, digital fabrication, tactical urbanism</b> initiatives with local communities, alternative financing models, acceleration programs for start-ups.

**Infrastructures**

CENTRINNO	T-FACTOR	HUB-IN
Urban resources to test innovation, including <b>unused (or under-transformation) buildings and spaces,</b> resource flows and urban waste. The notion of heritage will be used to discuss and propose different futures for the sites and online platforms will be used to globally connect local productive networks.	<b>Vacant or semi-vacant buildings and open areas,</b> including former industrial sites, prison, railway hub, expo site, military site that embody different historical meanings and values. In many of these areas, there are existing communities of creatives and citizen groups. One pilot city (Kaunas) will be the European Capital of Culture for 2022.	<b>Physical components of the HUA</b> (buildings, streets, squares, gardens, etc.) and the physical sites of the Hubs of innovation. Cultural heritage of each city pilot (material and immaterial assets), the local communities and their social values as well as the natural and social resources constitutes the soft infrastructure of each city pilot.

**Contribution in creating more resilient, innovative, inclusive and sustainable city**

CENTRINNO	T-FACTOR	HUB-IN
<b>Historic industrial areas creating productive local communities and circular resources management,</b> through building citizen capacity, agency and participation in urban transformation processes with a focus on skills development, training and the sharing of cultural narratives.	<b>Meanwhile spaces testing traditional and new urban functions,</b> creating opportunities for economic activities, cultural and creative production and new services that sustain inclusion and equality whilst embracing goals of environmental regeneration and resilience.	<b>New business models and innovative solutions, that will bring together sustainability and cultural heritage.</b> The principles of circular and sharing economy are applied in a transversal way to the activities developed under the three clusters of innovation, common to the eight city pilots.

**Table 1 – CENTRINNO, T-FACTOR and HUB-IN key features**

### 3 - The Action Plan

The **Cluster of Innovative, Inclusive and Creative Hubs** has a twofold mission. (1) We are focused on increasing knowledge share and on densifying the network of hubs among the three sister projects, to amplify results and impacts. (2) We also have the purpose of exploring external collaborations and possible partnerships with other programmes, by organizing or participating in initiatives that bring together relevant entities or other European projects. In this way, we hope to contribute to feed in cities with new insights and influence the European agenda towards an innovative urban heritage-led regeneration policy.

More specifically, the **Cluster of Innovative, Inclusive and Creative Hubs** has a fivefold set of objectives: (1) creating synergies between activities already planned by each project; (2) pooling resources to upscale results; (3) increasing knowledge sharing; (4) creating common mechanisms to ensure continuity in the projects' legacy; and 5) disseminating shared insights and learnings from the three SPs.

In particular, with the implementation of clustering activities, it is expected to obtain enhanced and more effective outputs and results from SPs and a greater outreach for the dissemination of the results. It is also expected that clustering activities could work as catalysts for transformational changes in urban settings and contribute to new policy recommendations at the European level.

Our Action Plan goes along the five principles of the S.M.A.R.T. criteria,<sup>16</sup> aiming at being:

- **Specific** – targeting specific areas in the SPs that could mutually benefit from cross-cutting activities;
- **Measurable** – assessing the impact of clustering activities, for example in terms of cross-participation in training activities and workshops of each project or by increasing the audience for the dissemination of the results of each project;
- **Assignable** – identifying a lead project, the most advanced one in that particular action, guiding each clustering workshop;
- **Realistic** – selected results, including cross-pollination and joint deliverables, will be achieved being already within the projects aims;
- **Time-related** – the scheduling of the activities run from the beginning of 2021 to the end of the SPs.

In doing so, CAs will adopt several mechanisms to reinforce synergies and promote knowledge sharing between projects, including:

- Explore opportunities regarding the participation of each SP in consortium meetings and other external events, including the final event of each project;
- Organize joint brainstorming sessions and other intermediary activities already programmed by each project;
- Invite SPs to participate in the peer review process of relevant deliverables;
- Deep pollination, by crossing project contents and debate new ideas;
- Densifying networks of innovation and guiding replication;
- Create a shared Communication Strategy for presenting CAs action.

With this in mind, the cluster's communication and dissemination strategy was organised into two main levels: the internal and external activities.

16. Doran, G. T. (1981). "There's a S.M.A.R.T. way to write management's goals and objectives". *Management Review*. 70 (11): 35–36

### 3.1 Internal Activities

**Internal activities** aim to establish the communication channels necessary for the governance of the cluster, based on the principles of cooperation and collaboration between the three sister projects. The internal communication has as its target group the consortium partners of the three SPs, as well as their follower entities.

Internal CAs will be organised along three stages corresponding to three core output areas of the projects: (1) *Understanding Local Ecosystems* (year 2021); (2) *Sharing Tools & Methodologies* (year 2022); and (3) *Densifying Networks of Innovation and Guiding Replication* (years 2023 and beginning of 2024). Each stage will encompass a **joint thematic workshop** geared towards cross-pollinating the principles, approaches, methods, and strategies adopted and deployed by the three Sister Projects in the preparation of their core deliverables/outputs.

Moreover, Clustering Activities, foresee a set of three Clustering Meetings (*Milestone A, B, and C*), whose outcomes are to be reflected in three joint deliverables (*Clustering Activity Report 1, 2, and 3*).

*Milestone A "First Clustering Meeting"* has already been developed on the 13<sup>th</sup> of January 2021 and its outcomes are presented in this document.

*Milestone B (2<sup>nd</sup> Clustering Meeting)* and *Clustering Activity Report 2 (Policy Report)* will be respectively achieved/delivered in October 2022 and November 2022, and they will mark the closure of the first two stages of clustering activities: *Understanding Local Ecosystems* and *Sharing Tools & Methodologies*.

*Milestone C (Final Clustering Meeting)* and *Clustering Activity Report 3 (Final Clustering Report)* will be respectively achieved/delivered in December 2023 and February 2024, and they will mark the closure of the final stage of CAs: *Densifying Networks of Innovation and Guiding Replication*.

For each stage, monthly virtual meetings between the three SPs are considered to support knowledge and experience sharing as well as identification of common challenges. This process will culminate in the three final workshops: Stage 1 - WS Sharing & Knowledge, and related outputs – Y2021, Stage 2 - WS Tool and Methodologies and Clustering Meeting, and related outputs – Y2022, Stage 3 - WS Guiding and Final Clustering meeting, and related outputs- Y2023.

Stage	Year	Related workshops (internal meetings)	Related Milestones	Related Deliverable
(1) Understanding Local Ecosystems	2021	WS Sharing & Knowledge – Mar 21	A - First Clustering Meeting – Jan 21	Action Plan – Feb 21
(2) Sharing Tools & Methodologies	2022	WS Tool and Methodologies – Jan 22	B - 2nd Clustering Meeting – Oct 22	Policy Report – Nov 22
(3) Densifying Networks of Innovation and Guiding Replication	2023-24	WS Guiding – Sep 23	C - Final Clustering Meeting – Dec 23	Final Clustering Report – Feb 24

The main outcomes of each workshop and clustering meeting will be consolidated in a Working Document, containing the main lessons learned, conclusions and preliminary results in terms of policy recommendations. These Working Documents will be conceived as a preliminary yet sharable outcome of each workshop and they will feed the Policy Report and the Final Clustering Report. They could be conceived as a report, a blog post or any other format suitable to share findings.

The following sections provide details on the three stages of the CAs as well as on the future joint milestones and deliverables.



### 3.1.1 Stage 1 - Understanding Local Ecosystems

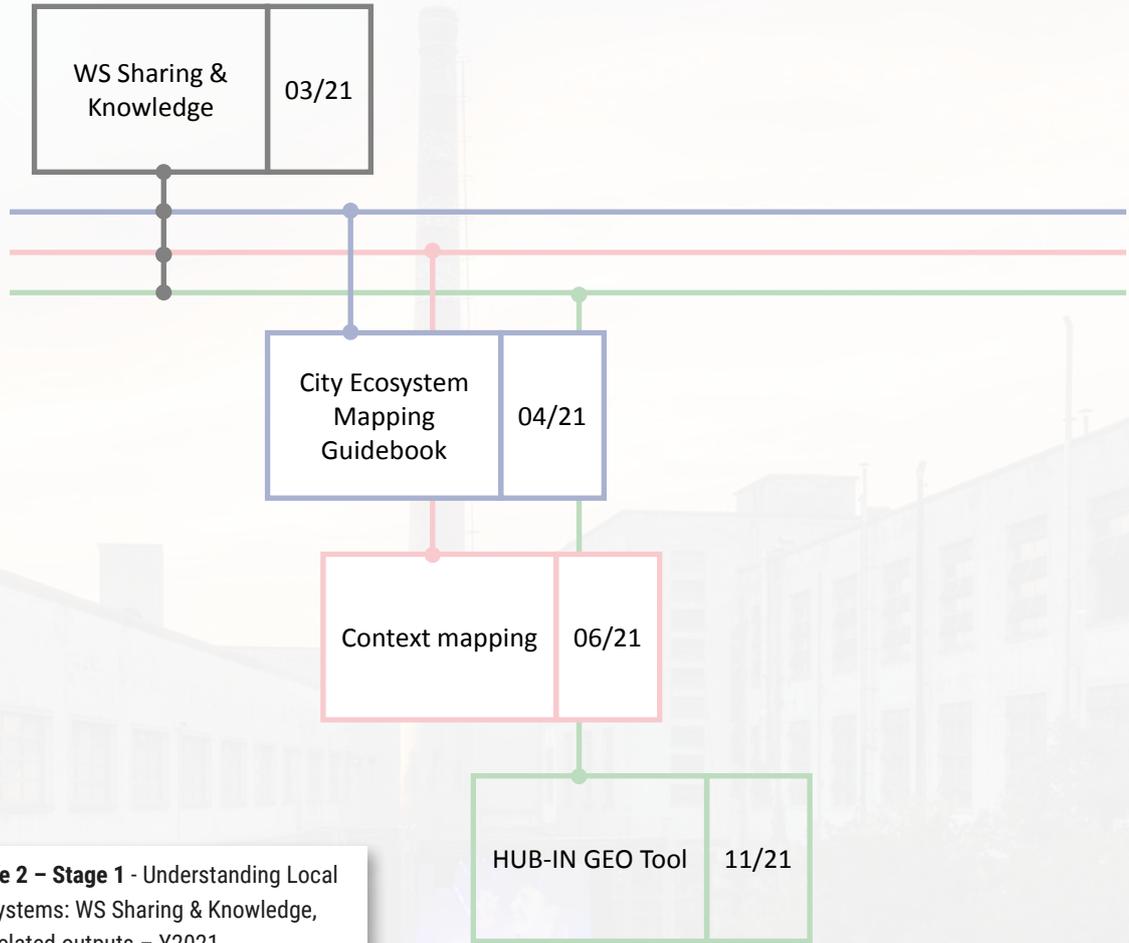
The three SPs are currently mapping local ecosystems and stakeholders from their pilots and collecting best practices that could inspire innovative approaches for their city pilots and respective Hubs. Even if working on parallel tracks and with different timelines, the three SPs will develop complementary insights, tools and methods for analysing the physical and socio-economic infrastructures of their targeted locations and pilot sites.

In this context, CENTRINNO will develop the **City Ecosystem Mapping Guidebook**: a how-to guide for cities to map cities local ecosystem, including resource flows, as well as key producers, makers, educators, suppliers and craftspeople; T-FACTOR will produce the **Advanced Cases Portfolio**: a study documenting practical challenges, opportunities and lessons learnt for meanwhile use strategies in urban regeneration; HUB-IN will launch the **GEO Tool**: a Geographic Information System (GIS) web-based application supporting the characterization of the entrepreneurial and innovation ecosystem within each HUA and allowing to understand the spatial diffusion of innovation.

Clustering activities at this stage will be devoted to mutually learning and exchanging on SPs' approaches and methodologies towards this challenge, with the ultimate goal of informing, supporting, and cross-pollinating each other's deliverables. To this end, the SPs have already organised a *Sharing and Knowledge Workshop* in March 2021 (Figure 2) which included introductory presentations from each SP; expert thematic presentations; brainstorming sessions; as well as an interactive wrap-up session.

City Ecosystem Mapping Guidebook	04/21	Context Mapping	06/21	City Ecosystem Mapping Guidebook	04/21
A how-to guide for cities to map cities local ecosystem, including resource flows, as well as key producers, makers, educators, suppliers and craftspeople		Interactive maps documenting meanwhile related policies, initiatives and actors across European Cities		A GIS web-based tool supporting the characterization of the entrepreneurial and innovation ecosystem within each HUA and allowing to understand the spatial diffusion of innovation.	

**2021 – Understanding Local Ecosystems**



**Figure 2 – Stage 1 - Understanding Local Ecosystems: WS Sharing & Knowledge, and related outputs – Y2021**

**3.1.2 Stage 2 - Sharing Tools and Methodologies**

Another cross-cutting topic of the three SPs is the production of mission-oriented toolkits for urban regeneration. Specifically, CENTRINNO’s *Fab City Hubs Toolkit* will be a hands-on toolkit for cities, developed through real-world prototyping undertaken in CENTRINNO pilot cities; *T-Factor Toolkit* will provide a Set of tools for mission-oriented innovation through meanwhile use strategies; *HUB-IN Toolkit* will be conceived as a tool to support the establishment of HUB-IN hubs. While the aims of these toolkits are different, an important contribution could come in having knowledge sharing workshops where the principles behind these tools can be presented, and partners from different backgrounds can provide their inputs.

<p>Fab City Hub Toolkit (alpha, beta, final)</p>	<p>02/22 02/23 02/24</p>	<p>T-FACTOR Toolkit</p>	<p>01/24</p>	<p>HUB-IN Toolkit</p>	<p>02/22</p>
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A hands-on toolkit for cities, developed through real-world prototyping undertaken in Centrinno pilot cities.

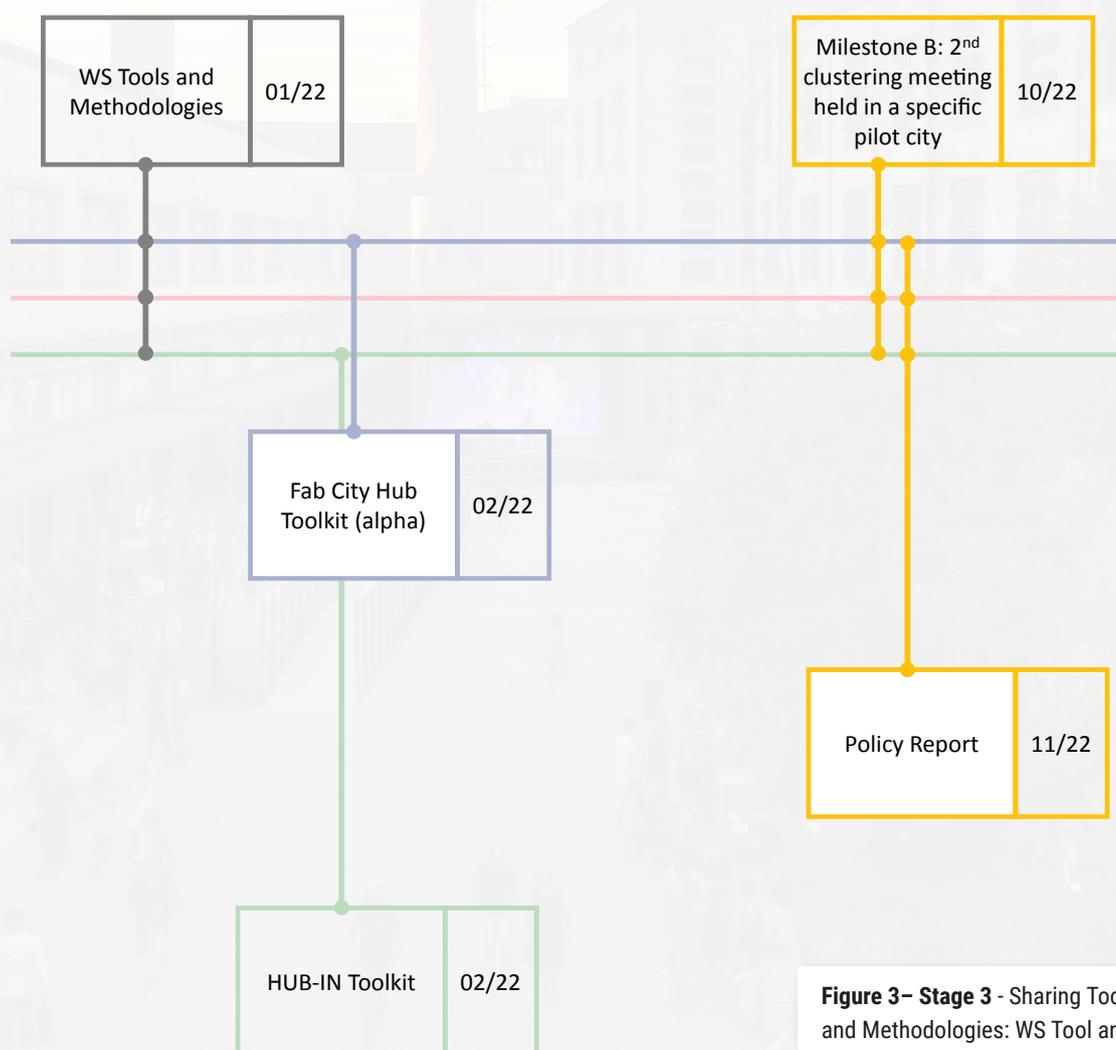
Set of tools for mission-oriented innovation in the meanwhile

Tool to support establishing Hub-IN hubs..

Accordingly, a joint workshop is planned for March 2022, exploring the topic of impact assessment for transformative urban regeneration and involving the three projects and other relevant projects (including Reflow, Open Heritage and Clic) in a collective discussion on challenges, opportunities, concrete methods and approaches for novel theories of change and impact frameworks on the topic.

Finally, the closure of the first two stages of Clustering Activities will be marked by the joint *Milestone B (2<sup>nd</sup> Clustering Meeting)* and *Clustering Activity Report 2 (Policy Report)*, which will be achieved/delivered in October 2022 and November 2022, respectively. The Clustering Meeting and the Policy Report will be strongly intertwined, as the former will be conceived as a participatory workshop geared towards co-creating the latter. More precisely, the thematic core of the workshop will be the strategies and policy approaches developed, proposed and experimented by each of the three SPs; and the synthesis of the discussion and co-creation efforts will be reflected in the Policy Report.

### 2022 – Sharing Tools and Methodologies



**Figure 3– Stage 3 - Sharing Tools and Methodologies: WS Tool and Methodologies and Clustering Meeting, and related outputs – Y2022**

### 3.1.3 Stage 3 - Densifying Networks of Innovation and Guiding Replication

Although the SPs have different approaches to foster innovation and the transformation of historic urban areas, they share a common goal - i.e. the development of networks of Hubs to promote creative and culture-led regeneration. Specifically, CENTRINNO identifies as the main outcome, the development of a FAB city network; T-FACTOR proposes to activate network of universities, cities, businesses and grassroots communities experimenting and exchanging practices of creative and collaborative placemaking in the meanwhile of urban regeneration; HUB-IN's main outcome will be an operational network of Hubs of Innovation in eight city pilots and a broader network of 20 follower Historic Urban Areas.

There is a huge potential of connecting these networks of Hubs and amplifying the dissemination of each project and scale up their results. Globally, the three SPs will propel the impact of the projects' results through the densification of the networks of innovations, by connecting 46 cities (26 city pilots + 20 follower cities), their local ecosystems of stakeholders and the three SPs project partners. Through this empowered network of Hubs of Innovation and cities, the SPs will be in better conditions to test solutions and validate policy recommendations.

The three SPs aspire to produce guidelines for the replication and upscaling of the solutions experimented in the pilots. CENTRINNO will produce *Blueprints and Policy Development Guidelines* for replication for the implementation of Fab City Hub as a catalyst and promoter of digital manufacturing. T-Factor's *Six steps guide for transformative meanwhile* will be focused on strategies, approaches, business and financial models for meanwhile spaces. Finally, the *HUB-IN guidebook for cities* will lead the way for the regeneration of Historic Urban Areas promoting open innovation.

Blueprint & policy develop. guidelines for replication	02/24	A six steps guide for transformative meanwhile	01/24	HUB-IN guidebook for cities	08/24
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Blueprints and Policy Development Guidelines for Replicability and Wider User from other EU cities, industry (including SMEs), and other community organisations.

Methodological guidelines for transformative city-making outlining strategies, approaches, business and financial models for replicability and transferability in other cities.

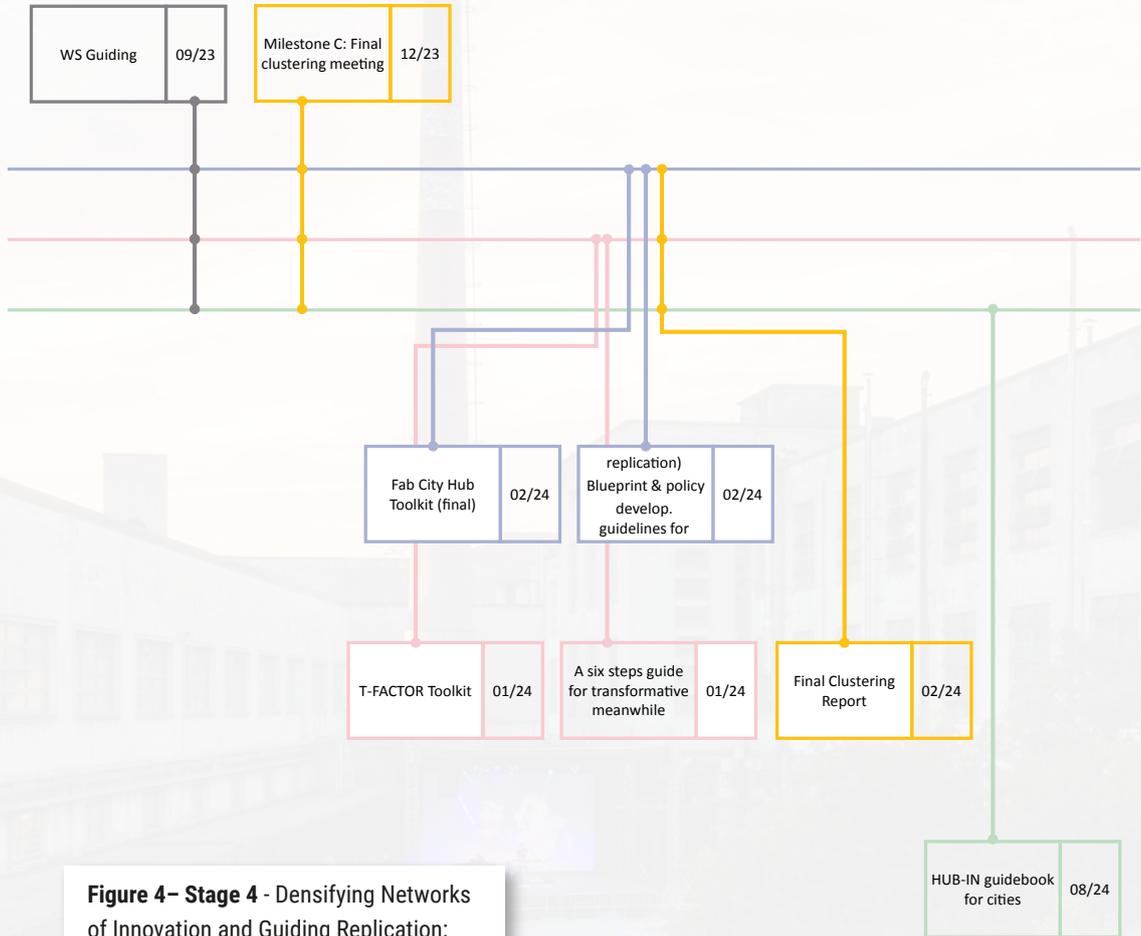
Report explaining how to apply the piloted service in other cities context, and providing lessons learned.

The *Networks & Guidelines Workshop*, foreseen for September 2023, will be focussed on the main work developed by the three projects in terms of guidance and policy recommendations. Further work will be developed to explore synergies and complementarity between the three documents. For this workshop, we will invite external stakeholders that could contribute with inputs and ideas for the enhancement of each SP's guidelines deliverable.

The *Networks & Guidelines Workshop* will be followed by the *Final Clustering Meeting (Milestone C)* in December 2023. This event will be centred on upscaling the project approaches, tools, methodologies, etc. dedicated to cities authorities, EU policy enablers/facilitators or EU network (Figure 4). Along with the Final Clustering Meeting, the SPs will also deliver a joint Final Clustering Report, which will incorporate the core findings of the CAs and a set of recommendations/ guidelines that can support meaningful legacy and follow up of the Sister Projects' approaches.



**2023 – Densifying Networks of Innovation and Guiding Replication**



**Figure 4– Stage 4 - Densifying Networks of Innovation and Guiding Replication: WS Guiding and Final Clustering meeting, and related outputs**



### 3.1.4 Expected Results

Working across the three stages mentioned above, the three SPs aimed to achieve the following concrete results:

- New methodologies and approaches for **impact assessment in transformative urban regeneration**. The approach is rooted in systems thinking and theory of change methodologies to capture current societal and environmental complexity. It will contribute to new ways of understanding and steering urban regeneration in an age of rapid change, societal disruption and systemic risk. More in detail, we shall cover impact assessment methodologies alongside the following areas:
  - How to leverage 'meanwhile uses' to create Just Sustainable Cities
  - How to leverage collective action towards a Productive City
  - How to balance forward-moving innovation while preserving historic urban areas.
- New solutions and tools for **place-based innovation to re-activate and re-generate urban areas**. Such tools consider how trends of abandonment and neglect of historic urban areas and landscapes can be reversed in the aftermath of Covid-19 pandemic. These include:
  - How to activate local ecosystems latent capacities to spark alternative economies, i.e. how to connect place-based features, such as local heritage and social values to culture-relevant and social innovation, creativity, and new digital and social entrepreneurship
  - The potential impact in job creation, social inclusion and environmental sustainability
  - Regulatory, governance, business and financial dimensions in relation to innovative approaches to adaptive re-use.
- **Creation and densification of innovative hubs** that can be replicated in other European cities. This includes:
  - Approaches and tools to the creation of sustainable hubs of innovation;
  - The role of socially innovative start-ups, cultural and creative industries, including from the digital technologies sector, small scale advanced manufacturing producers and local 'makers';
  - Potential for replicability.

As a very final result, the three SPs will propel the impact of the projects' results through the densification of the networks of innovations, by **connecting 46 cities** (26 city pilots + 20 follower cities), their local ecosystems of stakeholders and the three SPs project partners. Through this **empowered network of Hubs of Innovation and cities**, the SPs will be in better conditions to test solutions and validate **policy recommendations**.

CENTRINNO will produce *Blueprints and Policy Development Guidelines* for replication for the implementation of Fab City Hub as a catalyst and promoter of digital manufacturing. T-Factor's *Six steps guide for transformative meanwhile* will be focused on strategies, approaches, business and financial models for meanwhile spaces. Finally, the *HUB-IN guidebook for cities* will lead the way for the regeneration of Historic Urban Areas promoting open innovation.

All activities will involve local capacity and co-create, co-manage and co-implement solutions at the appropriate scale (e.g. for districts, buildings, public spaces etc.) within the broader context of urban and regional development.

A community of innovation actors will be mobilised through the joint actions of the three projects. Citizens will be strongly engaged and new collaboration networks across Europe will be promoted.

### 3.2 External Activities

External Activities aim at communicating and disseminating the action of Cluster of Innovative, Inclusive and Creative Hubs' increasing its visibility and broadening the diffusion of its results.

As a Cluster, we aim to achieve wide engagement of key stakeholders, end users and general public, with HUA's transformation and regeneration, ensuring the integration of sustainable heritage, innovation and entrepreneurship across Europe. Therefore, continuous communication and dissemination activities will be pursued in order to enhance the impact of activities from raising awareness through to direct participation.

These will be targeted to a wide range of stakeholders, that can be broadly classified into five large groups:

- 1. Policy makers and public sector institutions** – including, local and regional authorities; National government and agencies; European institutions (EC, EP, CoR, JPICH); Global institutions (UNESCO, UNHABITAT, UNFCCC, OWHC); finance and funding organizations (EBRD, EIB).
- 2. Business and service providers** – including business associations and other business support structures; local businesses with the focus on SMEs; business actors; social and eco-entrepreneurs; local economy actors and providers; public utilities; start-ups; designers.
- 3. Civil society and citizens** – including local community and associations; citizens; NGOs (social, environmental and cultural issues); local activists and social innovators; media; National and European networks of initiatives (e.g. European Creative Hubs Network, Impact Hub Network, Covenant of Mayors, Cities in Transition, ECOLISE, ENOLL, etc.).
- 4. Academia, RTD community and knowledge providers, Specialist networks** - Universities; Researchers; Current and forthcoming cultural heritage EU funded projects; Think tanks; Experts; National Associations of Historic Towns and Cities.
- 5. Following the adoption by the European Commission of the formal proposal to make 2022 the European Year of Youth<sup>17</sup>**, particular attention will be devoted to young people as a key target for building a better future, that is greener, more inclusive and digital.

Regarding the **dissemination and communication activities**, it is important to highlight that sustainable, heritage-driven urban transformation is a long-term, complex, and systemic process whose outcomes extend far beyond the timeframe of the three SPs. Recognising these challenges, the cluster considers it is essential to activate the cooperation of multiple actors at different levels. In this context, the external communication activities have the objective of creating synergies, sharing experiences, and exploring new partnerships with external actors. Moreover, the integrated Cluster of Innovative, Inclusive and Creative Hubs communication plan, has also an essential function in cross-promoting the three SPs and leveraging their dissemination and exploitation networks: the T-FACTOR Think Tank, the HUB-IN Alliance and the CENTRINNO Fab City Network.

External communication and dissemination activities, targeting several groups, including at the local level European cities and stakeholders external to the three SP's, that may have interest to join the SP's networks and take advantage of their value propositions. At the European level, international associations and platforms, European partnerships, and other European projects funded by several programs, that are aligned with the principles expressed in the manifesto presented by Cluster of Innovative, Inclusive and Creative Hubs, may represent opportunities to strengthen connections with relevant European policies and initiatives as well as improve the cluster visibility.

17. European Year of Youth: [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_21\\_5226](https://ec.europa.eu/commission/presscorner/detail/en/IP_21_5226)

External activities are structured in four main groups of initiatives:

### **1. Alignment at European level:**

This group of initiatives aims to explore international partnerships and links with other relevant European programmes that can contribute to deepening synergies and sharing learnings with the Cluster of Innovative, Inclusive and Creative Hubs.

Aligned with the topics and activities included in the Action Plan (workshops and clustering meetings), a cycle of thematic seminars will be used to reflect on relevant topics for the three SPs. The cycle will use as starting point the working paper **Tomorrow's Heritage** (July,2021)<sup>18</sup> developed by HUB-IN partner Heritage Europe in consultation with the coordinators of the projects HUB-IN, T-Factor and Centrinno, to contribute to the New European Bauhaus design phase. This program outreaches strategic European partners and programs, in correlation with the cluster activity. Synergies with the following initiatives will be exploited on a non-exclusive basis:

- Urban Partnership on Culture and Cultural Heritage
- NTERREG Central Europe
- URBACT/UIA
- European Year of Youth 2022
- EIT Culture & Creativity
- New European Bauhaus
- ENOLL

### **2. Cluster representation in third parties' events and initiatives**

The external dissemination and communication initiatives directly promoted by the Cluster will also foster interest and participation in activities organised by third parties. Invitations of this nature addressed directly to the cluster will be analysed on a case-by-case basis and a decision will be made on the best way to represent the cluster.

### **3. Other cross-promotion initiatives.**

Other cross-promotion initiatives may be developed ad hoc, at the initiative of one of the SPs and their partners, during project development or specifically anchored in the development and promotion activities of the T-FACTOR Think Tank, the HUB-IN Alliance and the CENTRINNO Fab City Network. The cluster shall be informed in advance. It is worth highlighting that it was in this context that was developed by HUB-IN partner Heritage Europe, the Working paper **Tomorrows' Heritage**.

Alongside internal communication activities, external communication activities, especially the thematic cycle of webinars, will feed into the Cluster of Innovative, Inclusive and Creative Hubs Policy Report and the Cluster of Innovative, Inclusive and Creative Hubs Final Report.

### **4. Joint social media & Cross-Promotion tools**

To support the cluster identity, it will be prepared the Cluster Business Card, the cluster will be communicated in the social media channels of the 3 SPs and it is foreseen to create in each website a tab dedicated to the cluster activities and other information.

<sup>18</sup> **Tomorrow's Heritage**: <https://hubin-project.eu/library/tomorrows-heritage/>

### 3.3 Action Plan Synopsis

Internal activities - Key meetings and workshops				
Activities	Goals /Short Description	Expected Date	Target Audience	Leading
<i>1st Clustering Meeting</i>	Prepare and define a common action plan for the Cluster.	Jan 2021	SP's partners	-
<b>Stage 1 - Sharing and Knowledge Workshop</b>	Mutual learning and exchange on SPs' approaches and methods for analysing the physical and socio-economic infrastructures.	Mar 2021	SP's partners	-
<b>Stage 2 - Tools &amp; Methodologies deep-pollination workshop</b>	Mutual learning and exchange on approaches and core content of each SPs' tools and methodologies.	Jan 2022	SP's partners	tbd
<i>2nd Clustering Meeting</i>	Share and discuss potential policy recommendations extracted from the SPs activities.	Oct/Nov 2022	SP's partners	tbd
<b>Stage 3 - Networks &amp; Guidelines Workshop</b>	Mutual learning and exchange on the main outcomes from the three projects in terms of guidance and policy recommendations.	Sep 2023	SP's partners	tbd
<i>Final Clustering Meeting</i>	Share and discuss potential policy recommendations extracted from the SPs activities.	Jan/Feb 2024	SP's partners	tbd

External activities- Alignment at European level				
Activities	Goals /Short Description	Expected Date	Target Audience	Leading
<i>Cluster of Innovative, Inclusive and Creative Hubs - Cluster launch event</i>	External presentation of the Cluster	Dec 2021	External audience	tbd
Organization of thematic half yearly webinar cycle: "How can we deliver Tomorrow's Heritage?" based on the working paper <a href="https://hubin-project.eu/library/tomorrows-heritage/">https://hubin-project.eu/library/tomorrows-heritage/</a> Non-exclusive list of potential contacts: - Urban Partnership on Culture and Cultural Heritage: - INTERREG Central Europe URBACT/UIA - European Year of Youth 2022 - EIT Culture & Creativity - New European Bauhaus - ENOLL	Explore the ingredients, tools and mechanisms needed to define the framework conditions where tomorrow's heritage can be delivered Outreaches strategic European partners and programs, in correlation with the cluster activity	Half yearly	SP's partners International Partnerships, and I platforms, Coordinators and partners from other Research and Innovation European Programs, Cities and local stakeholders outside the SP's consortiums	tbd
<i>Cluster of Innovative, Inclusive and Creative Hubs Cluster representation in third parties' events and initiatives (TBD)</i>	Promote the Cluster visibility and their initiative outreach	tbd	External audience	tbd



Joint social media & Cross-Promotion				
Activities	Goals /Short Description	Expected Date	Target Audience	Leading
Cluster Business Card	Introduce/ Create an identity to the Cluster	Nov 2021	All external stakeholders	tbd
<i>Creation of Cluster of Innovative, Inclusive and Creative Hubs</i> in a web site tab of each SPs	Improve the Cluster visibility and their initiative outreach	Nov 2021	All external stakeholders	tbd
<i>Cluster of Innovative, Inclusive and Creative Hubs</i> promotion in the social media channels of SP's	Improve the Cluster visibility and their initiative outreach	Nov 2021	All external stakeholders	tbd

Other Cross-Promotion Initiatives				
Activities	Goals /Short Description	Expected Date	Target Audience	Leading
Working paper <i>Tomorrows' Heritage</i> <a href="https://hubin-project.eu/library/tomorrows-heritage/">https://hubin-project.eu/library/tomorrows-heritage/</a>	Cluster promotion/ developed in consultation with the SP's, presented as a contribution to New European Bauhaus initiative - Design phase.	July 2021 – concluded	SP's partners and External audience	Heritage Europe - HUB-IN Partner
Ad Hoc participation in working papers and other initiatives proposed by each SP	Promote the Cluster sharing principles and their initiative outreach	continuous	SP's partners and External audience	tbd
Cross-promotion activities with T-FACTOR Think Tank, the HUB-IN Alliance and the CENTRINNO Fab City Network.	Depending on the different cross-promotion activities	tbd	SP's partners, International Partnerships and platforms, Partners from other R&I European Programs, Cities and local stakeholders outside the SP's consortiums	tbd
Participation in the SP's Final Conference	Promote the Cluster sharing principles and their initiative outreach	tbd	All external stakeholders	tbd

Joint Results				
Activities	Goals /Short Description	Expected Date	Target Audience	Leading
Working documents	A set of documents capturing and compiling the key finding and learnings arising from the Cluster activities	continuous	SP's partners	tbd
<i>Cluster of Innovative, Inclusive and Creative Hubs</i> Policy Report	Report providing policy makers with recommendations.	Nov/Dec 2022	European and Cities 'Policy advisers	
<i>Cluster of Innovative, Inclusive and Creative Hubs</i> Final Report.	Report presenting the key findings, results and conclusions from the clustering activities	tbd	Public in general	tbd



## 4 Conclusions

CENTRINNO, T-Factor and HUB-IN aim at exploring solutions for transforming historic urban areas and cultural landscapes into hubs of entrepreneurship and social and cultural integration. Each with its own peculiarities, SPs mainly target unused, vacant and *meanwhile* spaces of historical urban areas and will leverage on the creation of new jobs and skills for boosting urban regeneration in such areas.

**CENTRINNO** will explore and open new possibilities for historic industrial areas to contribute to a more resilient city in terms of productive local communities and circular resources management.

**T-FACTOR** will explore “meanwhile spaces” for testing both traditional and new urban functions, creating opportunities for cultural and creative production and new services that sustain inclusion and equality.

**HUB-IN** will deal with the transformation of HUAs in a holistic and multidimensional approach, developing Hubs of Innovation in each pilot city.

Operating in 26 different cities across the European Union, including major administrative and/or economic capitals, the three SPs will synergically work towards the creation of a network of creative hubs. More broadly, the ultimate scope is to set the path for the renovation of historic urban areas, developing new business models and innovative solutions that will bring together social and environmental sustainability with the valorisation of cultural heritage.

The partners arranged a solid and tangible Action Plan, based on a set of workshops aiming at cross-pollinating and co-designing key outputs, from the way of mapping the local ecosystem to the tools and the policies for upscaling and replicating the developed solutions.

The COVID-19 pandemic will not affect the capacity of the three SPs to work together in reaching these challenging and ambitious goals at least for the first workshops, already conceived as online meetings. The SPs hope that in a close future our cities will be able to overcome the transition to a new normality, getting back to being places able to attract human resources, competences, expertise and creativity and to regenerate themselves as it has been in their long history.

Finally, with these Clustering Activities, CENTRINNO, T-Factor, and HUB-IN aim to systematise and cluster the findings, results and outcomes achieved by *innovation actions* for “transforming historic urban areas and/or cultural landscapes into hubs of entrepreneurship and social and cultural integration” in the context of the H2020-SC5-20-2019 Call, with the ultimate goal of informing future policy-making at local, national and EU levels.

