



D 4.4 – REPORT ON THE CROSS-FERTILIZATION MEETINGS

January 2025



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

Vision

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in 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



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D 4.4 - CROSS-FERTILIZATION MEETINGS REPORT

1 INTRODUCTION

The term cross-fertilization is used in this project and deliverable, to capture the interchange of views and experiences which have the potential directly and indirectly to inspire other new activities. Cross-fertilization within the HUB-IN project was a crucial mechanism for fostering collaboration, innovation, and shared growth between the eight pilot cities. This process enabled the exchange of diverse experiences, ideas, and best practices, allowing each city to benefit from the collective knowledge of the network. By creating a framework for cities to learn from each other, cross-fertilization accelerated the development of innovative solutions and strengthened the overall impact of the project. The primary aim of this activity was to ensure that the eight HUB-IN pilots function as an interconnected network, where insights and outcomes from different stages of progress were shared openly. To facilitate this process, several cross-fertilization meetings were developed, offering key opportunities for partners to come together, discuss progress, and refine their strategies.

This report focuses on six cross-fertilization sessions held during the Project's Consortium Meetings, where partner cities were brought together. These meetings, strategically timed for the planning and implementation phases of the city pilots, provided a crucial framework for interaction and the exchange of ideas. Each session was carefully designed to address the evolving needs of the project and the partners, fostering co-creation and engagement among all participants (including Follower Cities). The dynamic nature of these meetings allowed for the exploration of new methodologies and approaches for participation and cross-fertilization, including hands-on activities that focused on the pilot areas and identified opportunities for further collaboration within the HUB-IN framework. These meetings proved highly valuable, facilitating a continuous and mutually reinforcing exchange of information crucial for successful pilot implementation.

While this report focuses on the most relevant meetings for planning and implementing city pilots, other processes and events also contributed to cross-fertilization within the HUB-IN framework. As detailed in D6.1 Exploitation Framework Final Report, these include contributions to the New European Bauhaus initiative, collaboration with Sister Projects, the promotion of HUB-IN Plaza – Talks Unveiling Open Minds, collaborative sessions on HUB-IN Tools (Atlas and GeoTool) and Workshops on business and financing models.

This report contains the in-depth description of each of the six sessions, the engagement methods used and its goals, and the main results achieved. At the end of the document, the cross-fertilization methods used are briefly explained and listed, and the conclusion contains insights about the importance of cross-fertilization activities, the type of impacts achieved, as well as the common themes and takeaways from the meetings.

2 CROSS-FERTILIZATION MEETING SUMMARIES

2.1 Cross-fertilization Session #1: Nicosia session

2.1.1 Nicosia Session #1 Overview

Date and location: 16th March, 2023 (10am to 1pm)

Nicosia, Cyprus (during HUB-IN Consortium meeting)

Objectives:

- Knowledge sharing between participants, to facilitate the exchange of experiences, ideas, and best practices among pilot cities.
- To support cities in developing and implementing their Action Plans by fostering collaboration through exchanges between cities, to get to know what other cities were doing and how they were doing it.
- To explore strategies for creating and implementing innovative hubs.
- Experimenting with new techniques for group co-creation and engagement.

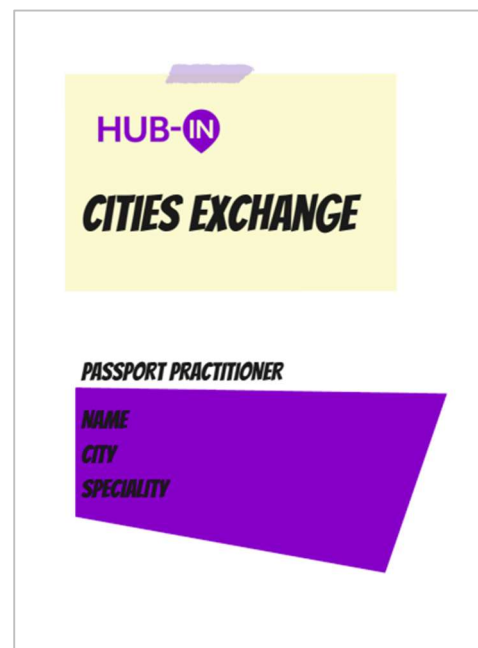
Cross-Fertilization and engagement method used: “City Passports”

Summary:

The Nicosia session kickstarted the cross-fertilization activities, developed in articulation with T4.2 and the Action Plans (AP) developments, submission and start of implementation.

Cities were paired, with several exchanges in between, and discussions were held with the help from table facilitators. The results of the cities’ exchanges were written down in cities’ “Passports”, where different notes were gathered, such as a conversation topic “Wishlist” brought up by cities, mentoring / support needed, challenges / opportunities and other city-related interests.

Cities were delivered “Passports” to facilitate cities exchanges, to be populated with “stamps”, i.e. potential for exchange, ideas that cities have for developing and implementing their hubs of innovation; as well as feedback on what challenges foreseen in implementation and needed in the following months (See Annex).



Leg.: “City Passports” cover



Leg.: Cross-fertilization sessions in Nicosia

2.1.2 Nicosia Session #1: Agenda

Introduction: Action Plans Update
Update from Cities
#Themed discussion 1 , 2 parts <i>(cities swap after 20 minutes)</i>
Report back
COFFEE BREAK
Intro to session - from actions to the hub
#Themed discussion 2 , 2 parts <i>(cities swap after 20 minutes)</i>
Report back
Wrap up

2.1.3 Nicosia Session #1: Topics Discussed

#Themed discussion 1 – Topics:

Upskilling and Mentoring	Placemaking	Art and Creativity	Sustainability
<i>Generating products and services through upskilling & mentoring (could be as part of acceleration programme)</i>	<i>e.g. storytelling, tactical urbanism, public spaces dynamization, urban walks</i>	<i>Using art to foster innovation and heritage</i>	<i>e.g. efficient use of resources, circularity, addressing Climate Change</i>
Brasov + Utrecht	Grand Angouleme + Nicosia	Genova + Slovenska Bistrica	Lisbon + Belfast

#Themed discussion 2 – Topics:

Creating a Hub 1	Creating a Hub 2	Co-creation and community engagement 1	Co-creation and community engagement 2
<i>Eg. hub governance, networks</i>	<i>Eg. hub governance, networks</i>	<i>Eg. co-design of products/services, public participation activities</i>	<i>Eg. co-design of products/services, public participation activities</i>
Slovenska Bistrica + Utrecht	Lisbon + Grand Angouleme	Genova + Nicosia	Belfast + Brasov

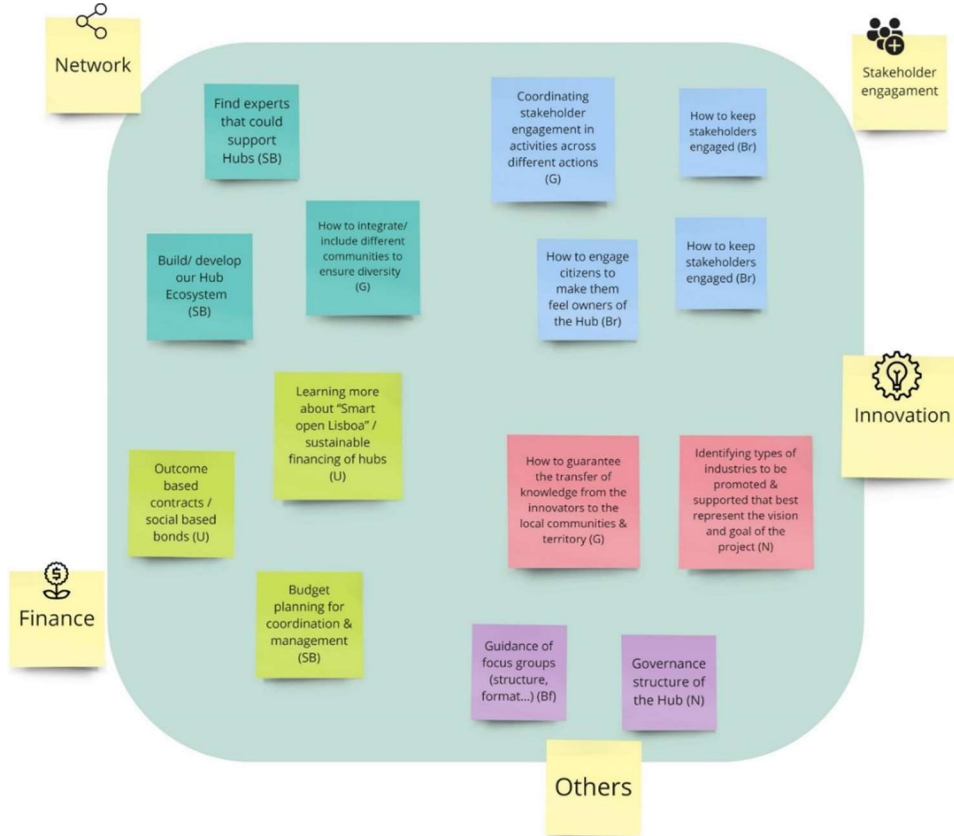
2.1.4 Nicosia Session #1: Session Results

The following images show the main results from the cities exchanges, which were grouped by topic.

(see images in the next page, preceded by the following legend):

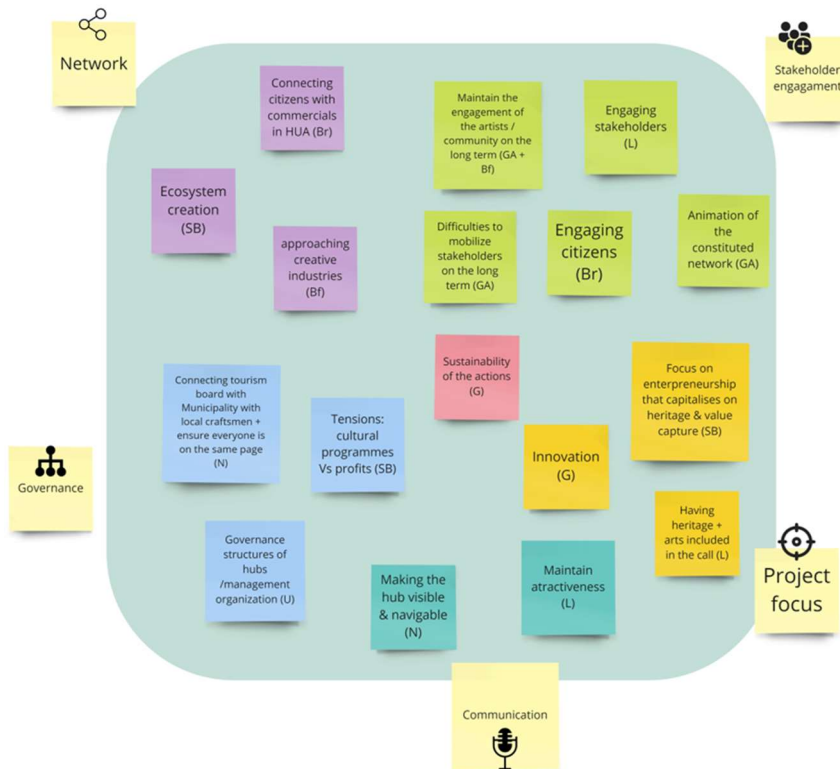
G - Genova
U-Utrecht
L- Lisbon
Bf - Belfast
Br - Brasov
GA - Grand Angouleme
N - Nicosia
SB - Slov. Bistrika

Challenges / Opportunities



Leg.: results of Nicosia's sessions: #Challenges/ opportunities

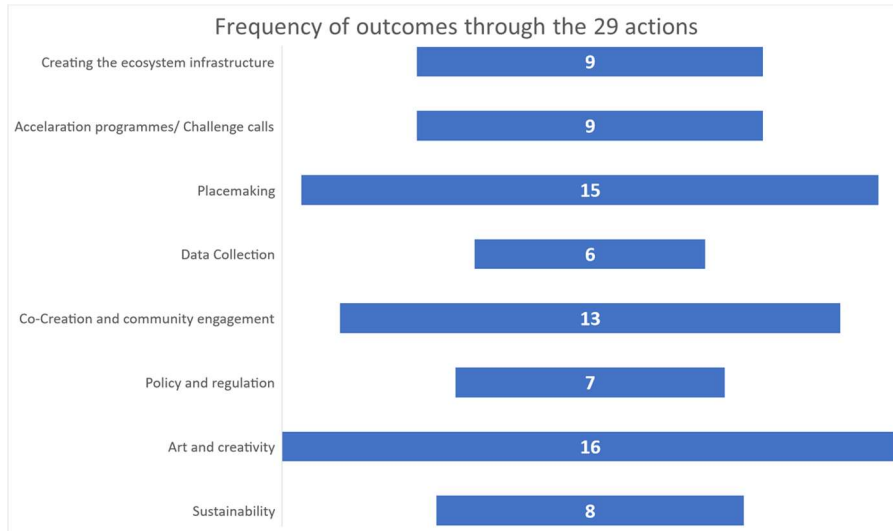
Mentorship and support



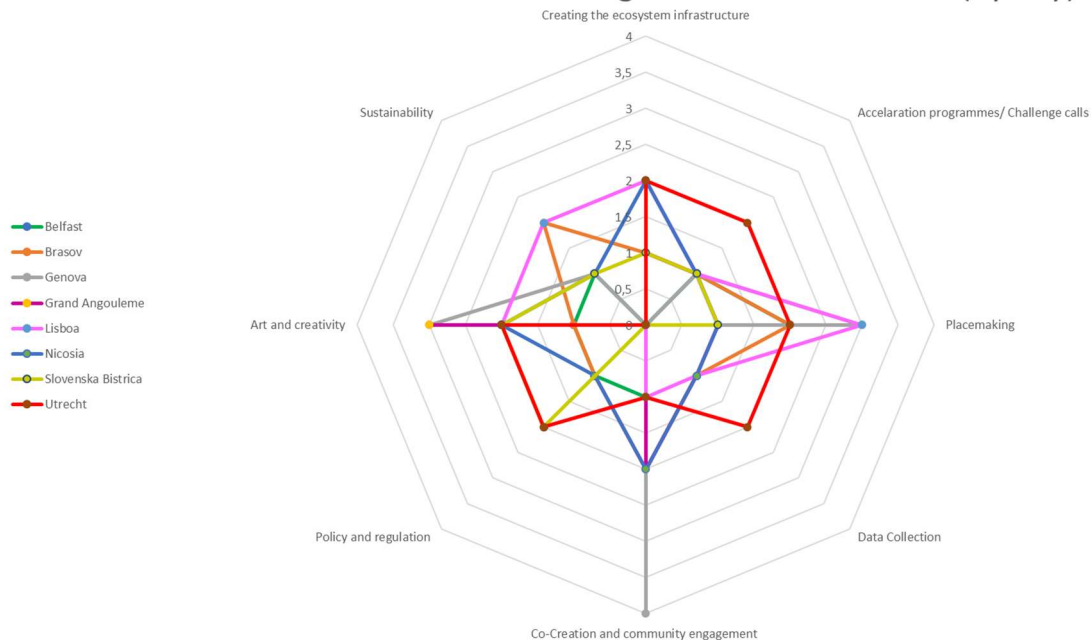
Leg.: results of Nicosia's sessions: #Mentorship/ support

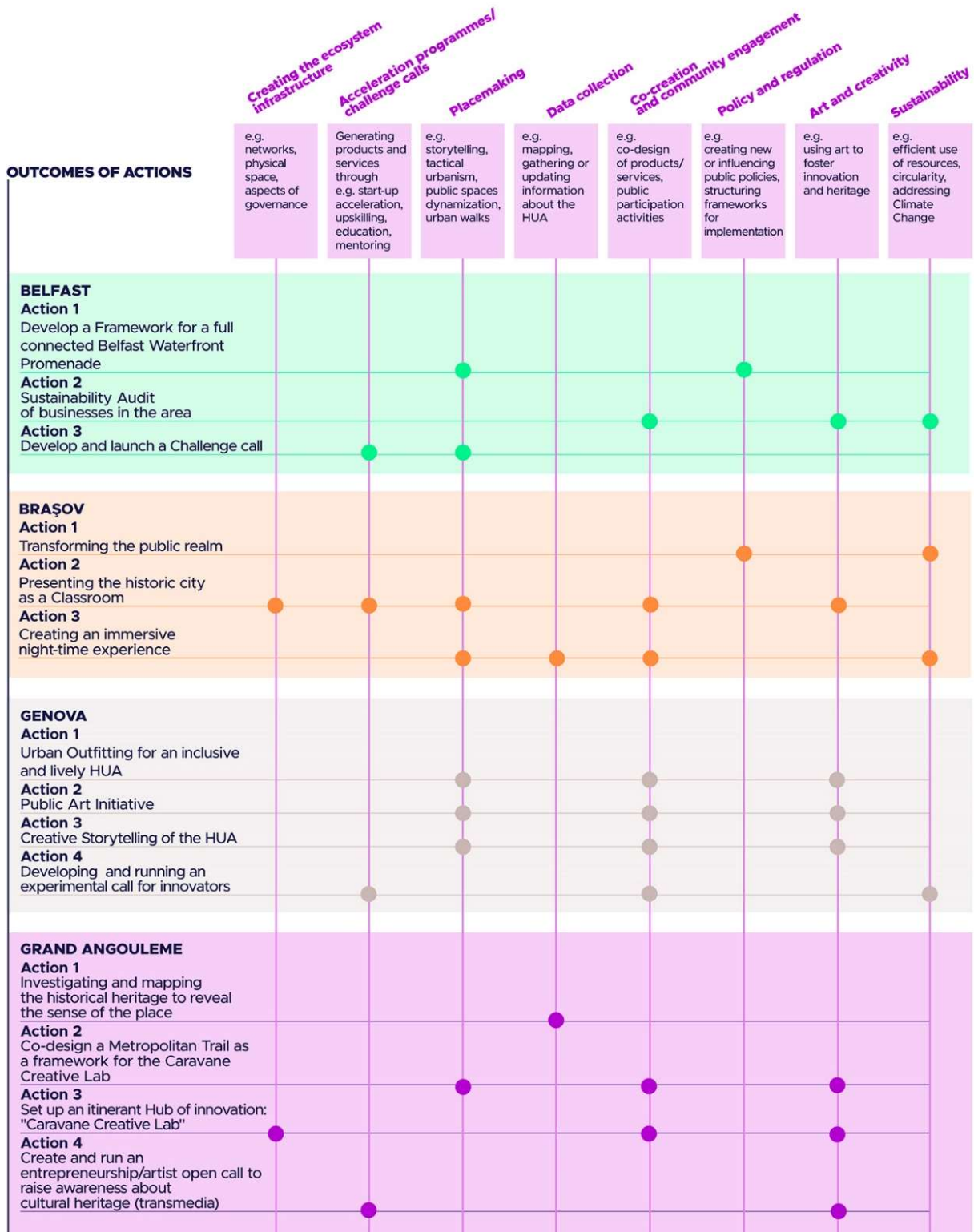
Table of cities actions' outcomes

During this meeting it was also possible to co-create with the cities a table of outcomes of the 29 programmed actions in their Action Plans, to give a general overview of the themes addressed between all the cities. The following graphics show the result of this assessment; whereas the tables show each of the actions' outcomes. Overall, the cities have prioritized mainly placemaking, co-creation and art/ creativity actions.

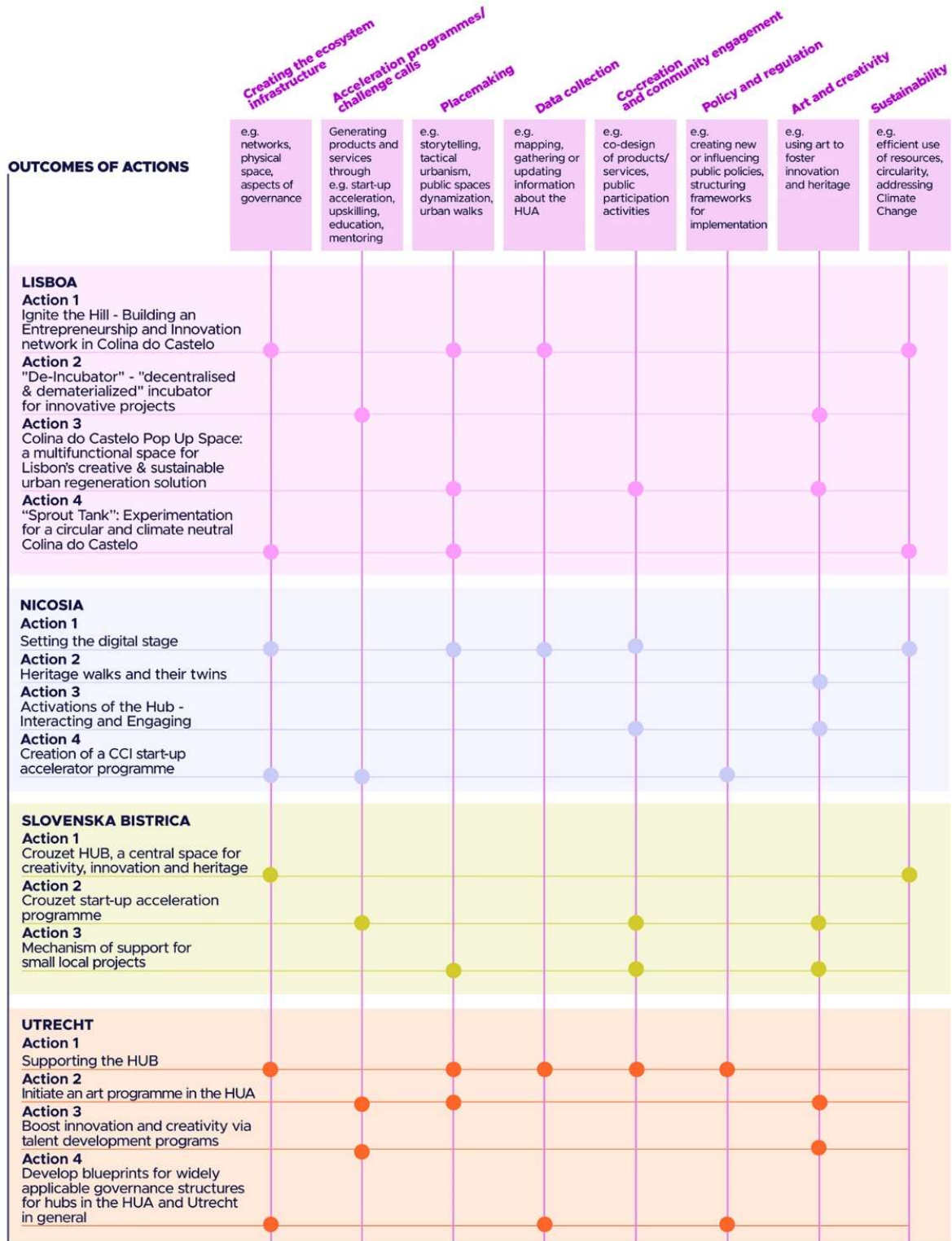


Main outcomes for the 29 Actions - Eight Hubs of Innovation (by city)





Leg.: Table of outcomes per action per city (page 1)



Leg.: Table of outcomes per action per city (page 2)

The results of this session were displayed in the following cross-fertilization session in Slovenska Bistrica Consortium meeting; it was the main starting point for the conversation topics, the dynamics chosen as well as the interaction between cities, as described in the Chapter 2.2.

2.2 Cross-fertilization Sessions #2-1 and #2-2: Slovenska Bistrica

2.2.1 Slovenska Bistrica Sessions #2-1 and #2-2: Overview

Date and location: 22nd June, 2023 (9h30am to 1pm)

Slovenska Bistrica, Slovenia (during HUB-IN Consortium meeting)

Objectives:

- Knowledge sharing between participants, to facilitate the exchange of experiences, ideas, and best practices among pilot cities.
- To support cities in developing and implementing their Action Plans by fostering collaboration through exchanges between cities, to get to know what other cities were doing and how they were doing it.
- To explore strategies for creating and operating innovative hubs.
- Experimenting new and already existing techniques for group co-creation and engagement.

Cross-Fertilization and engagement methods used: “The hot air balloon retrospective” and “Out of the Box exchange”.

Summary:

There were two main sessions developed:

Session 1 - “From action planning to implementation”

Session 2 – “Peer to peer pollination – Out of the Box exchange”.

2.2.2 (1) SB Session #2-1: Agenda

“From action planning to implementation”

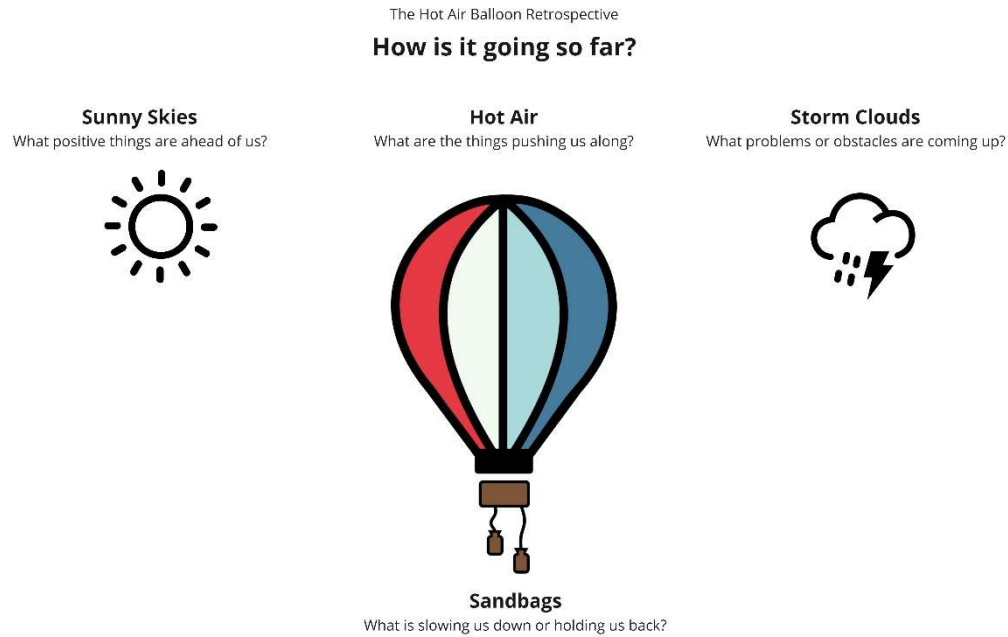
09:30 – 09:50	Action Plans & City Hubs Update
09:50 – 10:00	Recap from Nicosia Sessions
10:00-10:55	Action Plan / Implementation exercise
10:55 – 11:00	Next steps/ wrap up

2.2.3 (1) SB Session #2-1: Topics Discussed

On this first session, several results of the previous sessions (taking place in Nicosia) were highlighted and presented to the participants of the Consortium Meeting: a set of challenges/

opportunities pointed out by the cities, mentorship and support required, a systematization of the cities' actions outcomes and other elements that help to give an overview of the work produced by the pilot cities.

This was used to set the stage to the cities exchange, which was dedicated to sharing experiences over their current situation on action development and implementation. The focus was on finding what things were pulling the pilots along and what had been slowing them down or holding them back – as shown in the “hot air balloon analogy” (see next image). This was done by discussing with other partner cities, surprises and barriers (positive and negative), considering the processes of the actions planning and their implementation so far.



Leg: Cities exchange – hot air balloon exercise

2.2.4 (1) SB Session #2-1: Results from the session

The following tables show the main insights collected within the discussions between the cities, both in terms of surprises and barriers.

SURPRISES

Positive surprises
Interest demonstrated from stakeholders was higher than expected (eg: locals, public services, associations, students)
Converging with other initiatives (sharing win-wins)
Willingness of partners to participate in European and municipal requirements
Communication is going very well
Many applications to open call
Local ecosystem is more ready and creative than expected
After presenting the 1 st phase of lighting Master Plan - One heritage building in work
Good ideas for acceleration program
Discovered a lot of local small projects to highlight
Flexibility in reimagining AP after setbacks
Diversity of Hubs in the project
Pockets on expertise & experimentation on similar topic by other organization
Negative surprises
Complex procedures for making calls
Uncertainty to include local high schools
Difficulty in finding external partner for acceleration program
Stakeholders "have needs and desires" (can be positive or negative)
Needs sometimes conflict with prohibitions on adapting heritage buildings (also opportunity to innovate)
Some stakeholders more difficult to target than expected
Long process of Action Plan preparation - less time for implementation
Importance with regard to transparency selecting partners
End of realization of physical Hub due to rising building costs
Authorization to use the public building planned in the AP not possible
Existence of a strike that limited the action

BARRIERS

Barriers - unblocked
Submitting requests earlier than imagined to avoid delays
Private sector (hotels, cafes), were more cooperative than expected
Solution to bureaucratic process: having a contact to call that speeds up the process
Combining a lot of HUB-IN elements in 1 action
Different perspective municipality partners on open call
Difficulty to involve local artists but in the end it was possible

Change of plans for the pilots
Historic building change - financial
Finding a way to simplify the procedures (eg. for making calls)
The local office of the ministry of culture has given different options
Barriers
Limited budget availability for physical hub
Delays because of slow public procedures /bureaucratic process
HR: Lack of HR; time allocation for other projects
Political changes in the municipality (concern)
Time & budget Vs ambitions
Extensive evaluation process required city council on ending hub
Mapping the buildings and public spaces (Action 4)
Further financing of Hub
Transferring ownership to the municipality after the project ends
HR: changes in directors and taking a long time to find a good HR setting

2.2.2 (2) SB Session #2-2: Agenda

11h30 – 11h35	5-minute energizer 🍷
11h35 – 11h45	Agenda and goals of the session Recap of cities' exchange in Nicosia
11h45 – 11h55	Cities discuss internally and place questions in city boxes
11h55 – 12h15	1st round of Exchanges
12h15 – 12h35	2nd round of Exchanges
12h35 – 12h45	Cities discuss their findings internally
12h45 – 13h00	Report back to the group

2.2.3 (2) SB Session #2-2: Topics Discussed

Theme: "Peer to peer pollination – Out of the Box exchange".

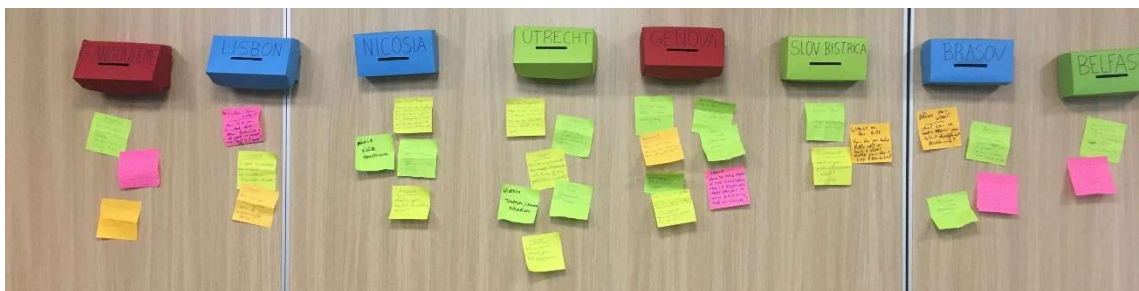
Once again, using the outcomes of Nicosia's sessions as a starting point - on which issues cities wanted to know more about each other - cities were invited to ask their peers questions, based on what had sparked their attention over the other pilot's Action Plans, and put them in small boxes. These questions were then answered and discussed in tables composed by a diverse mix of cities, and the main insights were captured and reported back to the room.

Cities wanted to know more about...

<p>NICOSIA</p> <ul style="list-style-type: none"> • Historical walks – digital routes • Digital Storytelling 	<p>BRASOV</p> <ul style="list-style-type: none"> • Talent development programmes • Bringing locals back • Lightning + safety • Accelerator 	<p>G. ANGOULEME</p> <ul style="list-style-type: none"> • Set up an itinerant Hub • Industry theme of walks (cartoons image vs local craftsmen) • Mapping • Digital walks Vs physical walks 	<p>UTRECHT</p> <ul style="list-style-type: none"> • Art programme in HUA • Sustainability • Tourism / mixing population
<p>SLOV BISTR</p> <ul style="list-style-type: none"> • Public Art • Crouzet building and governance 	<p>BELFAST</p> <ul style="list-style-type: none"> • Survey - pop up • Criteria (sustainability) 	<p>GENOVA</p> <ul style="list-style-type: none"> • Public Art/ storytelling • Urban outfitting • Financial aspect of accelerator • Share learns on storytellings 	<p>LISBON</p> <ul style="list-style-type: none"> • Castelo Hill Hub • De- incubator • Pop-up space • Sustainability / challenge call

Leg.: Results from Nicosia sessions – Cities Exchange

Each table had one facilitator and 2 city boxes of questions, with a caretaker responsible for the box and its questions. At the end of the session, all the papers with the questions were stuck to the wall, grouped by city, so everyone could see the questions that had (or had not) been answered.



Leg.: Peer to peer pollination sessions in Slovenska Bistrica

2.2.4 (2) SB Session #2-2: Results from the sessions

In the following tables, a summary of the main insights collected from the 8 cities from their exchange is displayed. However, the most important result of the session is probably the exchange itself, which is somewhat difficult to put down on paper.

SLOV BISTR	BELFAST	GENOVA	LISBON
It is necessary to deepen the work on tackling the challenge of climate change / sustainability	To consider how sustainability can be built into the challenge call - for example how will successful applicants consider sustainability for their prototypes	Tip: Involving citizens to present proposals for placemaking (from Slovenska Bistrica)	In a general way, there is a need to integrate environmental sustainability and climate action within the scope of the cities' actions.
	While sustainability is not one of the primary objectives of the challenge call - it can be a secondary output	Idea: Organizing "live" storytelling events (real walks with citizens alongside virtual ones - from Nicosia)	Belfast: Recognition of the important work Belfast is doing towards the creation of the Heritage Lab. Interesting process to follow since its starting point is quite different from the other hubs, with the work developed by the Maritime Mile Trust
	Funding - Current economic drive is blank - funding cuts, public sector cuts, more grassroots funding. Need to think about long term funding.	We need to be aware about the risk of vandalism (eg. for our urban outfitting action). We will mitigate this risk with a lot of engagement from the local community to develop their sense of ownership	Angouleme: It is important to stage and imagine new collective ways of looking at space and landscape as a contribution to a culturally based regeneration, but it is necessary to link these experiences with initiatives that generate impact and urban transformation in the short and medium term

UTRECHT	GRAND ANGOULEME	BRASOV	NICOSIA
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Sustainability and revitalizing cultural heritage is supposed to go hand-in-hand	Not only try to tick all the boxes just for the sake of it. Show a project that would normally fill the social/ environmental objectives.	Involvement of creatives/artist in promoting the selected intervention spaces (Utrecht)	The Digital Twin and Digital Storytelling needs to be further explained, communicated and probably illustrated. The physicality of the walks needs effort (QR codes, signs, events)
Investigate opportunities for bring more (cultural) tourists to the HUA		Digital Story telling for the pretext objects (QR code) - students telling the story (Nicosia)	Sustainability aspects should be more present Green District - Mobility Local accelerator - zero waste/ circularity
An incubator does not have to be one place/building, but can be decentralized		Citizens /locals engagement in selecting future intervention spaces (SB)	HUB-IN Branding is important to be better interlinked with all the activities. Communication is essential to bridge gaps to tore down walls

2.3 Cross-fertilization Session #3: Genova session

2.3.1 Genova Session #3: Overview

Date and location: 27th September, 2023 (10am to 1pm)

Genova, Italy (during HUB-IN Consortium meeting)

Objectives:

- Knowledge sharing between participants, to facilitate the exchange of experiences, ideas, and best practices among pilot cities.
- To support cities in implementing their Action Plans by fostering collaboration through exchanges between cities, stimulating dialogues and questions and providing peer-to-peer advice when possible.
- Uncover strategies for overcoming specific obstacles and seizing opportunities.
- Providing a wider picture of the current status of the pilots for all the participants.
- To explore strategies for creating and operating innovative hubs.
- Experimenting techniques for group co-creation and engagement.

Cross-Fertilization and engagement method used: “Cross-city Peer Consulting”

Summary: This session was called “WP4 Cities in action: the Pilot’s adventures”. The main purpose was for all the participants to get a glimpse of what is going on in the other cities with their Pilots / Action Plans Implementation, and at the same time, reflect internally and also ask (and give) advice to the partners in need. This way, besides opening the horizons and having a wider picture of the project, cities could inspire other cities and get inspiration from them,

opening space for an exchange of experiences and ideas between them, and to get some new insights on how to tackle concrete problems or find creative and unexpected ways to proceed with their implementation.

2.3.2 Genova Session #3: Agenda

10:00	Overview - Action Plans implementation (cities)
10:10	City 1 (Genova)
10:20	City 2 (Nicosia)
10:30	City 3 (Slov Bistrica)
10:40	Q&A from partners
10:50	Partners insights: Answering questions in posters
11:00	Coffee break
11:15	City 4 (Utrecht)
11:25	City 5 (G. Angouleme)
11:35	City 6 (Lisbon)
11:45	Q&A
11:55	Partners insights (posters)
12:05	City 7 (Belfast)
12:15	City 8 (Brasov)
12:25	Q&A
12:30	Partners insights (posters)
12:35	Cities get together: "any advice you might use?"
12:45	Cities report back to the room

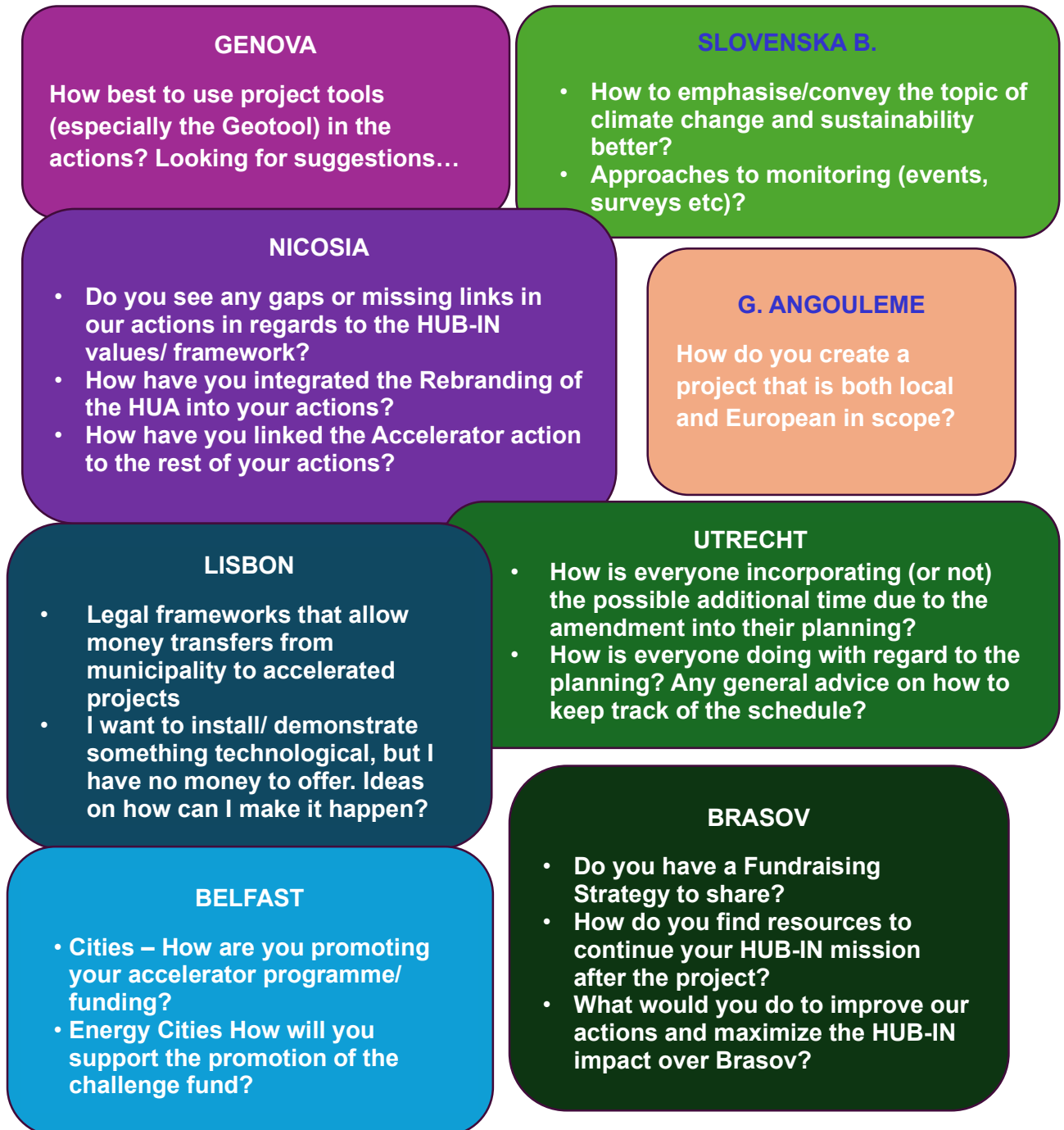
2.3.3 Genova Session #3: Topics Discussed

“Cities in ACTION: the pilots' adventures”

The 8 cities were asked to prepare a 10 minutes presentation on the activities in development on their Hub, composed of 2 main parts:

- 1) The pilots' developments (activities, events, actions Kick-off, results, connection between actions);
- 2) Different questions to be asked to other cities: Lessons learned, next challenges ahead and some questions /doubts from which to get partners' views and insights.

The questions raised by the cities in their presentations were posted in boards around the meeting room, and there was a dedicated time in the session for all the participants to visit the posters and write on post-its their opinions, insights and ideas. The cities had a moment to reflect on these answers and share with the participants the main ideas raised or ask for further clarifications on the answers.



Leg.: Questions raised by the cities in “Cities in ACTION: the pilots' adventures” Session.

2.3.4 Genova Session #3: Results from the sessions

The next tables display the lessons learned until now and next challenges ahead that were brought up by each city at this point. For the first, cities have some points in common, mainly the relevance that must be given to engagement (community or innovators). In general, cities were surprised to get more interest from stakeholders and innovators than expected. In terms of challenges, they were more diverse, but several cities refer to bureaucracy and deadlines.

LESSONS LEARNED UNTIL NOW

G. ANGOULEME	GENOVA	NICOSIA	BRASOV
It takes time to launch such a territory project, but it pays off in the end. A number of projects are currently underway. The momentum is there.	Bureaucracy kills creativity! :)	CCI stakeholders are willing to participate. No push backs or resistance. The initiative of focusing on CCI is appreciated	How to rely on agile management and stimulate the team's flexibility to adapt, key elements in developing and leading innovation projects. How to target our innovators, leading to a low rate of dropout from the program.
The best medium is word of mouth, and trust is built up over time.	There is fertile ground for innovation (better than expected)	The mapping of CCI would enhance the registry of the Municipality and allow to refine the categories of businesses	How to establish a clear process, leading to a fruitful generation of amazing ideas for the "pretext objects". How to mix and match for the best outcome mentors, professionals, local decision-makers or relevant urban actors in order to support innovators and transform their ideas from the accelerator into permanent installations.
You're never safe from a surprise ! [Cyber attack]			How to extend our search for mentors at the national level (Bucharest mainly) and identify the fittest ones, given the specific knowledge needed for this type of acceleration programme and the limitations of Brasov in these fields.
It's sometimes hard to run a project and promote it at the same time (we miss a good communication to the outside world...)			How to make the best use of the Jury's feedback & recommendations, very relevant for the innovators, especially relating to the originality of the proposed solutions, and, most importantly, to the potential of developing definitive objects based on these prototypes. How in Romania an informal structure needs to be formalized and how time-consuming that might be.

BELFAST	SLOV BISTRICA	UTRECHT	LISBON
Onboard stakeholders as early as possible – especially community organizations	It takes time and a lot of effort to introduce and raise interest for new concepts in the community (e.g. placemaking)	Map potential stakeholders as widely as possible	Engagement
It is essential to have experts to support and drive the challenge fund		Take time to connect bottom-up needs with 'top-down' plans	Engagement
		Reserve time and resources to enable interconnections between different stakeholders in the area	Engagement!!!!

NEXT CHALLENGES AHEAD

BELFAST	SLOV BISTRICA	GENOVA	UTRECHT
Ensuring a joint up approach to creative industries	Action 3: Try a different approach for small local actions call	Keep the agreed deadline (all actions)	Action 2: risk that it will be difficult to realize the initiatives in the (semi-) public space
Consistent messaging across different partners	Action 2: Launch the Accelerator call	Ensure the legacy of the actions (and of the project)	Action 3: requires attention to avoid overlap in time and content in the programmes
Ensuring that community partners still involved for the duration of the pilots	Action 1: Programme of events call		Action 4: depends on outcomes report the extent to which the information is useful

G. ANGOULEME	LISBON	NICOSIA	BRASOV
Support artists from the first Open Call until the 2/12/23 event	Finding the right business plan for temporary reuse of vacant spaces (from different stakeholders) for entrepreneurs to showcase.	Budget amendment – subcontracting HR	Bureaucracy/ administrative burden in relation to approval of strategic documents, organizing events in the public domain, placing furniture in public spaces, receiving permits etc.
Launch the second Open Call with a european dimension	The stamp as a recognition tool and a living proof of the Hub: Is it relevant?	Staying loyal to the GANTT!	Finding experts at the local level, keeping them engaged and motivating them to cooperate and have a bottom-up approach for the benefit of the community
Publish our website & Communicate to the outside world	“Hackathons” require a lot of effort - but there’s still so much to be done and so little time!	How to ensure inclusive engagement for walks and twin interviews	Fundraising for continuing the activity of the HUB
Don't run out of steam! and set up something that works in the long term (post HUB-IN)	Make the GeoTool more user friendly Where are the candidates for the acceleration program?		



Leg.: “Cities in ACTION: the pilots' adventures” Session in Genova CM

2.4 Cross-fertilization Sessions #4-1 and #4-2: Utrecht

2.4.1 Utrecht Sessions #4-1 and #4-2: Overview

Date and location: 6th February (11h15am to 1pm) and 8th February (9am to 11am), 2024
Utrecht, the Netherlands (during HUB-IN Consortium meeting)

Objectives:

- To provide interesting insights for the follower cities from the experience of the pilot cities with their Action Plan implementation.
- Facilitating the exchange of experiences between pilot cities about the lessons learned throughout the Action Plan implementation process.
- Providing a wide picture of the current status of the pilots for all the participants.
- To explore strategies for creating and operating innovative hubs.
- Experimenting with new techniques for group co-creation and engagement.

Cross-Fertilization and engagement methods used: “Top tricks and tips” and “Pilot’s showcase”

Summary: The cross-fertilization between cities was addressed during 2 separate sessions with different goals:

Session 1 - “Top tricks and tips from cities”

Session 2 – “Open call showcase”

2.4.2 (1) Utrecht Session #4-1: Agenda

Top tricks and tips from cities	
11:15	Introduction / Agenda
11:25	Cities get together and write their tips
12:00	Cities sharing and discussion
13:00	Wrap-up

2.4.3 (1) Utrecht Session #4-1: Topics Discussed

The “Top tricks and tips from cities” Session was organized by members of the Action Planning Steering Group (mainly FCC, Heritage Europe and LEN) in Utrecht CM. Representatives from 6

follower cities were present at the meeting, which also set the third stage of the HUB-IN Learning Journey, coordinated by Heritage Europe as part of the knowledge transfer plan (D6.1). The goal of the session was twofold: to provide interesting and useful insights for the follower cities from the experience of the pilot cities with their Action Plan implementation; and at the same time to incentivize discussion within and between them, about the lessons learned throughout the process. The participants were split into groups, divided by cities, and were handed a sheet of paper with a table to list their learnings from Action plans.

Each city was given a table with the structure described below.

Learning from the Action Plans, communicate to a follower city your TOP TRICKS AND TIPS on:

- *Creating Impact for community*
- *Creating impact for businesses and entrepreneurs*
- *Setting up Hub Governance*
- *Impact in implementation and programme.*



Leg.: Discussion over “Top tricks and tips from cities” Session

2.4.4 (1) Utrecht Session #4-1: Results from the sessions

After reporting back to the group, the main insights and tips discussed were the following:

BELFAST

- Focus groups with key stakeholders – make an effort before the Roadmap construction
- Explore other methods of community engagement
- Possible approach: explore how to increase the sense of belonging to the Maritime Mile
- Governance: developing stakeholder mapping and working with the city to align with its strategies

- High level steering group; Challenge fund - formed second steering group - line up with strategies
- Ensuring that the Action Plan is aligned with what the entrepreneurs need
- Sustainability audit – Maritime Belfast Trust is the main leader (got a Gold accreditation in December)
- HUB-IN is the first project in the city that links heritage with innovation. Make sure that the project is a partner and takes part in other initiatives within the city.

GENOVA

- Creating impact for Community - involve them since the very start, to make sure that the actions respond to its needs
- Follow up - try to keep the community informed
- Engaging the political decision makers can smooth the process a lot
- Engage with internal stakeholders: talk to other departments in the municipality and other colleagues
- Establish synergies with other projects to maximise the results
- Establish a strong steering group for coordination.
- Try to establish different paths.

LISBON

- Engaging with communities, entrepreneurs, legal entities, in a very early stage (for Lisbon, these were involved in the Roadmap and implementation; but there was a gap during the Action Plan development).
- Stakeholders fatigue: identify well where each of the stakeholders can be involved in each stage. Set up a strategy to direct the involvement to the target.

SLOVENSKA BISTRICA

- Stakeholders fatigue: being a small town, they have the tendency to always involve the same stakeholders – still don't know how to get around this situation.
- Identify the needs of the community and find a way to connect to the principles of the project
- How to combine and bring synergies together: try to find out more clearly what is the opportunity space
- Series of workshops: focus more, and not so much on the general needs.

GRAND ANGOULEME

- Idea of building a shared governance needs some kind of flexibility
- Walks as a space for exchanging ideas

- Branding and communication - create something flexible that evolves with time; otherwise it might look that it is already made and decided
- Value the process: focusing not so much on the tangible result, as on the process
- Focus on how heritage can help us think about tomorrow.

UTRECHT

- Lot of efforts made in connecting to the wishes of the stakeholders of the area
- Identifying the stakeholders and understanding their main interests
- Connecting to existing networks and initiatives
- Learn how to connect the HUB-IN methodology/ process in the planning of the daily actions and practise of the Historical Urban Area
- Working on a plan to look for additional funding after HUB-IN

NICOSIA

- Mapping of the CCI: needed this kind of mapping to understand and validate they are part of it
- Relevance of the citizen survey to identify the needs of the CCI
- GANTT should be used as a living document - use the GANTT chart instead of chasing it

BRASOV

- HUB-IN Project has very different cities, contexts and wishes; but in every Consortium meeting, it seems they all have very similar challenges and ways of overcoming them
- Concentrate on creating impact for the community
- Adapt, be flexible
- Could move forward without consulting all the voices - internal and external
- Stick to the Roadmap, Action Plan and monitoring process because it helps a lot.

2.4.2 (2) Utrecht Session #4-2: Agenda

Open call showcase	
09:00	Introduction / Agenda
09:05	Utrecht presentation With 3 presentations from artists themselves
09:25	Genova presentation
09:35	Nicosia presentation

09:45	Slovenska Bistrica presentation
09:55	Brasov presentation
10:05	Grand Angouleme presentation
10:15	Belfast presentation
10:25	Lisbon presentation
10:35	Q&A Discussion over international artists / entrepreneurs exchanges

2.4.3 (2) Utrecht Session #4-2: Topics Discussed

The “Open call showcase” Session was organized by WP4 leader (LEN), with the participation of all the pilot cities, as well as 3 invited guests: a group of artists that won the open call in Utrecht to develop their work in Werkspoorkwartier. The main purpose was to get to know the concrete ideas that have emerged and were presented by innovators, artists or entrepreneurs, from the challenges launched by the pilot cities in open Calls / acceleration programmes or other engaging innovative processes and put them in the spotlight. The cities were asked to make a presentation on its context / criteria, the ideas presented, the process, impact and main challenges – with suggestions of the actions to cover.

CITY	SUGGESTION	You can also add...
Utrecht	Action 2 – Art programme in the HUA	Action 3 - Talent development programmes
Nicosia	Action 2 – Heritage walks	
Slov. Bistrica	Action 2 - Crouzet start-up acceleration programme	Action 3 – Small local projects
Brasov	Action 2 – Co-created ‘Pretext Objects’ by students and by professionals	
G. Angouleme	Action 4 – Open call for artists and entrepreneurs	
Lisbon	Action 2 – “De-incubator” acceleration programme	Action 4- “Sprout Tank” sprouts or C40 student competition
Belfast	Action 2 – Challenge call	
Genova	Action 4 - Experimental call for innovators	Artworks from the shutters

2.5.2 (1) Angouleme Sessions #5-1: Agenda

Preserving Heritage, Shaping Futures: Navigating the Action Plan Process

11:15	Introduction to the workshop and the follower cities	Heritage Europe
11:35	Swift guide through the Action Planning journey	FCC
11:50	Round table 1 - Crafting effective Action Plans: Challenges and Strategies Participants: FCC + HE (Action Plan SG) Lisbon, Belfast, Genova	Facilitators: LEN + Ire Spa
12:20	Round table 2 - Implementation insights: From planning to practice Participants: Utrecht, SB, Nicosia, Brasov	Facilitators: Heritage Europe + FCC
12:50	Wrap up	

2.5.3 (1) Angouleme Sessions #5-1: Topics Discussed

This session was organized by the members of the Action Planning Steering Group (mainly LEN, FCC, Heritage Europe and IRE Spa) in Angouleme CM, with the inputs of the pilot cities. It was meant to follow the previous session for follower cities over the topics of Roadmaps, part of Utrecht CM Program, but under a different interaction model - the “Fishbowl” format. It was divided in two panel sessions with moderators/interviewers and speakers, with the goal of promoting conversations with the cities about their experience, also open to questions from the participants / follower cities. Simultaneously with the session, there was an exhibition of the pilot city posters used in the New European Bauhaus HUB-IN exhibition in 2024.

Although the main target was the follower cities, it was an important exchange of experiences and lessons learned from which cities learned from each other.



Leg.: Round table 1 - Crafting effective Action Plans: Challenges and Strategies

Round table 1 - Crafting effective Action Plans: Challenges and Strategies

Facilitator questions:

- 1) Role and impact of the steering group and support:
 - How did the steering group facilitate the action planning process? What was most useful?
 - Providing examples of how the steering group helped overcome particular challenges.
- 2) Action Plan Development:
 - Main challenges while developing action plans;
 - How did the cities prioritize actions and make decisions on what to include in the plan? How do they build upon the work done in the roadmaps?
 - Strategies to ensure stakeholder engagement in the planning phase.
- 3) Reflections and Lessons Learned:
 - What would cities do differently if they were to start the action planning process again?
 - What were the key factors that contributed to the success of the action plans?
 - Sharing best practices or tips for others who are just beginning their action planning journey.

Round table 2 - Implementation insights: From planning to practice

Facilitator questions:

- 1) Preparing for implementation:
 - What were the most important steps cities took during the planning phase that contributed to successful implementation?
 - What key resources or tools did cities find essential to have in place before starting the implementation?
 - How can cities in the planning phase anticipate and mitigate common implementation challenges?
- 2) Stakeholders and partnerships
 - How important was collaboration with other cities or stakeholders in your action planning process?
 - What strategies did you use to build strong relationships with key stakeholders from the start? Can you describe any successful partnerships that were formed as a result of your action planning?
- Best practices and successes
 - What aspects of your action plan do you feel were particularly well-executed?
 - Which best practices from your implementation experience would you recommend to cities still in the planning phase?
 - What specific decisions or actions during the planning phase were critical to your successful implementation?

2.5.4 (1) Angouleme Sessions #5-1: Results from the sessions

Here are some interesting quotes from the interview / discussion:

It seems quite simple to do an acceleration program - there are these steps. But it's not as simple as that; because it depends a lot on the stakeholders, and on which part of the entrepreneurship process you want to tackle; on the territory and the communities. I think it has a lot to do with approach, with knowing the territory... **(André, Lisbon)**

There should also be openness to change; in the action plan, however tangible you make it, there will be hurdles in realizing it; there will be reshaping and you need to be prepared for that and allow for that in your program. **(Rachna, FCC)**

As well as having hurdles, there's also opportunities... We have a new fund coming through, we had new relationships developed that really helped accelerate where we were, so those opportunities that helped us in reshape our delivery. We had a different experience from Lisbon in our events: everyone turned up, and next thing they were talking about what does Innovation look like for the Maritime Mile, how do communities help people create that; how do we engender a sense of belonging as a consequence. That worked brilliantly for us, it was the first time we have done it and it worked really well. We actually took that model and we brought it into a new fund. **(Andrea, Belfast)**

In the first contacts the stakeholders reacted like they didn't need the project, and Angouleme already has its strategy of boosting the creative and cultural Industries, and it looks like everything is already defined. But what we proposed was connection: between stakeholders, new connections with the land and with the local history. This was new, but it was very hard to make it understandable quickly. It was by doing it that we understood the experiment. **(Paul, G. Angouleme)**

We had a lot of stakeholders coming from a long process; there was a lot of expectation about this action plan and we had a lot of ideas coming from the territory, a lot of wishes. So it was not easy to choose the actions to put within the action plan. We had to take into account different aspects: for example, the wishes from the territory, the obligation coming from the project... For example, we reshaped completely the acceleration program because it was not perfectly aligned with the project. And we had a bigger regeneration program of the city and we needed to take into account as well the needs of this program. This helped to define the actions but it was also hard to take into account all the points coming from different points of view. **(Fabio, Genova)**

An action plan is not a finished document. Never. I think that we should see in terms of urban planning, this action plan that we are developing, as a dynamic process. Because we will never find a perfect document because the reality is different and we need to go back again and to adapt. Because we are not just moving this document to reality, we are facing different entities in reality that also have different behaviors: the stakeholders, the local governments, the political decision makers, so we need to adapt during the implementation process. **(Vera, LEN)**

The action we were most anxious about turned out to be the most successful so far. **(Natasha, SB)**

(the best result was...) It's being on a Saturday morning in the city and seeing several groups of people following these Heritage walks and with the HUB-IN bag... It was like really coming alive. **(Marina, Nicosia)**

For us it's the same; just seeing it through like being implemented and walking in the city center and seeing the pretext objects and how they are used and enjoyed by the local community, that erases all the hard work and the time pressure. **(Mariana, Brasov)**

I was also surprised by the size of the impact that these actions made and the audience members reached, but also the additional funding that we managed to secure to sustain in the next couple of years. (Rick, Utrecht)

2.5.2 (2) Angouleme Sessions #5-2: Agenda

City Storytelling Session

14:30	Agenda About D4.3 Storytelling Booklets
14:45	Grand Angouleme presentation With presentations from artists themselves
15:10 Cite's Stories (12 minutes each)	Brasov presentation
	Nicosia presentation
	Genova presentation
	Slovenska Bistrica presentation
	Lisbon presentation
	Belfast presentation
	Utrecht presentation
16:40	Q&A / Discussion / Wrap up

2.5.3 (2) Angouleme Sessions #5-2: Topics Discussed

Similarly to the Open call Showcase in Utrecht, this session was organized by WP4 leader (LEN), with the participation of all the pilot cities, as well as two invited artists who were developing projects for Angouleme's Caravan Creative Lab. By connecting with D4.3 (Eight HUB-IN City Story Telling booklets) and D5.4 on Monitoring, the goal was to guide cities in developing powerful narratives about their implemented actions. This took place through a practical exercise to get started on the Deliverable, at the same time showing the other participants relevant information. The goal was to do it in a creative way - so that cities could inspire each other and bring different ways of telling their story. The question asked to the cities was to tell the story of "How are you building your Hub of Innovation through your actions?".



Leg.: Cities Storytelling Session: Angouleme artists and presentation from Lisbon

2.5.4 (2) Angouleme Sessions #5-2: Results from the sessions

This session marked the starting point for the development of D4.3. The stories from the 8 cities were presented in a rich variety of formats, contents, data, types of language and forms of communication, which were useful to inspire the other pilot cities, as well as the follower cities, which also had the opportunity to give their own presentations in other sessions.

The cities were challenged to use their creativity and imagination and think outside the box by presenting their Hub's story in a unique and innovative way, developing a 12-minute creative presentation whether through a theatrical performance, a video montage, or an interactive exhibit.

Some examples are presented as follows:

- Lisbon made, in a theatrical way, a performance called “The Therapist”, where they personified the HUA (Colina do Castelo) as the patient who would need help from the therapist (HUB-IN Lisboa);
- Brasov developed an imagination exercise focusing on the story of HUB-IN Brasov and to show the making of the city’s video;
- Genova used Prezi to build a more interactive, dynamic and visually attractive presentation;
- Other cities used videos and multimedia in their presentations to make them more appealing and livelier.

2.6 Cross-fertilization Session #6: HUB-IN Academy Hands-On WORKSHOP: Learn how to create a Hub of innovation

2.6.1 Session #6 - HUB-IN Academy Hands-on workshop: Overview

Date and location: 27th November 2024 (09h15am to 12h00)

HUB-IN Final Conference – “Innovation meets cultural heritage in cities: Unleashing creativity and sustainability in European historic urban areas”

Lisbon Geographical Society, Lisbon (26-27 November 2024)

Objectives:

- Promoting peer-to-peer learning and cross-fertilization exchanges between pilot cities, potential follower cities and participants of the Workshop, while leveraging the expertise of pilot cities;
- Experimenting new collaborative working methods to enhance practical application of the HUB-IN tools and HUB-IN Academy;

- Putting in practice and emphasizing some lessons learned during the HUB-IN process;
- Developing the participants' capacity building, empowering them with the knowledge and skills to set up and manage their own innovation hubs;
- Inspiring future action and motivating the participants to implement innovative projects in their communities, while promoting the adoption of innovative approaches;
- Experimenting new techniques for group co-creation and engagement.

Engagement methods used: Roleplay to build Hubs of Innovation

Summary: Hands-on collaborative workshop organized within the scope of HUB-IN Academy, to apply a set of the tools available on the HUB-IN Toolkit. As it was part of the programme of HUB-IN's Final Conference in Lisbon, the focus and target audience were significantly different from the previous sessions. The Workshop involved 70 participants, including partners and cities from the Consortium, follower cities and other Conference participants from several areas. The pilot cities were mixed with the other participants in the groups, to assure that cities would provide useful guidance, and to stimulate a richer exchange between peers. In this session, the main outcome expected was the internal learning process and the interactions between the participants, rather than the work delivered by the groups.

2.6.2 Session #6 - HUB-IN Academy Hands-on workshop: Agenda

TIME	WORKSHOP PART	Facilitator
9h15 – 9h35	Introduction + Setting the scene	Diana Henriques, Brian Smith
9h35 – 10h05	STAGE 1 - Understanding the state of play	Rita Lopes
10h05 – 10h30	STAGE 2 - Prepare to set up the hub	Kinga Kovacs
10h30 – 10h50	Coffee Break	
10h50 – 11h15	STAGE 3 - Set-up & launch	Diana Henriques
11h15 – 11h40	STAGE 4 - Test and grow	Helen Toxopeus, Ronald Kleverlaan
11h40 – 12h00	Pitching The Hubs Concept Wrap up	Diana Henriques

2.6.3 Session #6 - HUB-IN Academy Hands-on workshop: Topics

Discussed

Methodology: The participants of the workshop were divided into 7 groups, each one with a table facilitator, where they had the chance to co-create their own Hub of innovation. The common starting point was to help Jane in her mission to save her city's abandoned factory (see Jane's Story in Annex). Each group co-created a "fictional hub" during all the session, divided in 4 main stages, dedicated to apply and experiment a set of HUB-IN Tools, connected with the 4 stages of the HUB-IN Journey, according to the following table:

STAGE	TOOLS EXPLORED
1. Understanding the state of play	Stakeholder prioritising chart
2. Prepare to set up the hub	Vision Board - Finding vision and Mission
3. Set-up & launch	Action prioritisation chart / Action Planning Canvas
4. Test and grow	Finance Cards

The Workshop began with an introduction to the session, including the presentation of the 4 stages of HUB-IN Journey and the HUB-IN Toolkit, followed by the establishment of a fictional context for the upcoming Role Play.

Firstly, **Jane's story and main challenges** were presented to the participants, (see Annex), followed by a **warm up exercise "If these walls could talk..."** - *If Jane's Janes' factory could tell stories from the past.. What would the walls say? In one minute, each participant writes in the post-its a sentence or a word that could capture that memory (an image, a feeling, an happening...)*. The microphone was passed on to different people from the participants to say quickly what they wrote. They were then asked to put their post-its on "Jane's Memory wall".



Leg.: Introduction to Jane's Story



Leg.: Jane's Memory Wall from warm up exercise

2.6.4 Session #6 - HUB-IN Academy Hands-on workshop: Session Results

In this section, the interaction dynamics between the 7 groups during the session is described, according to the 4 stages of the HUB-IN journey, as explained previously.

STAGE 1 - Understanding the state of play

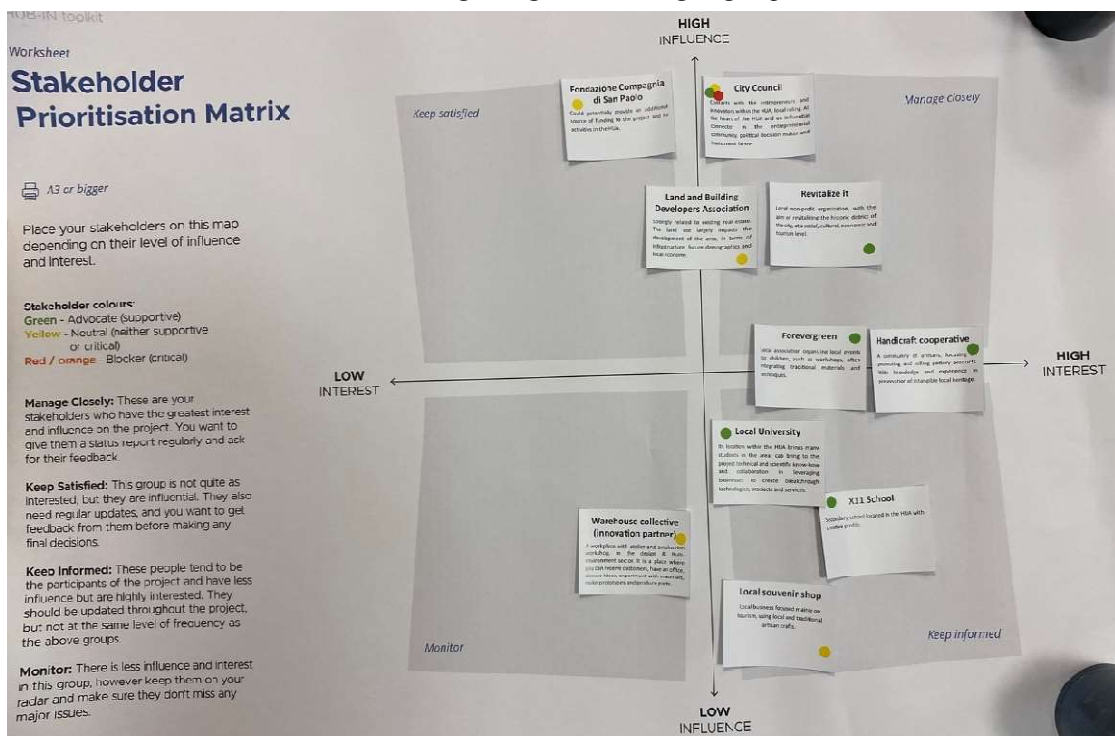
Main Goal: presenting the “Understanding the state of play” Stages of HUB-IN Journey and some associated tools.

Stakeholder mapping: the 7 groups were given a group of cards with fictional stakeholders containing a description of their role (about 10), as well as blank cards to add new ones.

The groups worked on placing the stakeholder cards in the “Stakeholder Prioritisation Matrix”, depending on their level of influence and interest.



Leg.: Stage 1 – Working in groups



Leg.: Stage 1 Working canvas

STAGE 2 - Prepare to set up the hub

Main Goal: presenting the Roadmap's purpose and main features.

The same groups remained together and developed more insights about their own Hub, through an exercise for co-creating a Vision and Mission: *Imagine it's 2035, and Jane managed to initiate a hub that has become a massive success! The missions have driven real change and the vision has come to life. What would the front-page headline say?*

Each group created a mini front-page article for a magazine that showcases their hub’s achievements, including:

- A **headline** representing the Vision,
- **News snippets** describing the Missions,
- **Visuals** illustrating the Vision and Missions (Vision Board).



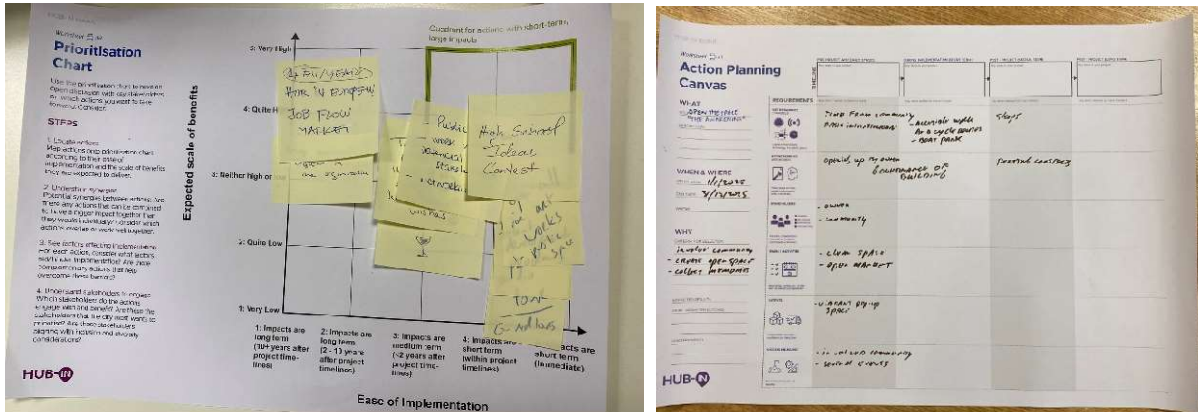
Leg.: Stage 2 examples of Vision Boards developed; Working in groups

STAGE 3 - Set-up & launch

Main Goal: presenting the stage of the Action Plans development and actions prioritization.

Action Planning exercise sequence:

- Brainstorming ideas for actions to overcome the challenges of their Historic Urban Area, while creating a Hub of innovation.
- Prioritize the ideas within the group and placing them in “Action prioritisation Chart”;
- Develop one of the actions using the “Action Planning Canvas”.



Leg.: Stage 3 Working canvases

STAGE 4 - Test and grow

Main Goal: presenting the importance of sustainable business and finance models and providing an insight on how cities can activate entrepreneurship and innovation for the heritage-led regeneration of historic urban areas.

Experimenting with how the Hubs can apply business, financing and governance models to their context and ambitions: the participants were given a set of “Finance cards” from the Business & Financing Catalogue, and discussed with their group partners which models would best fit their ideas.



Leg.: Step 4 Finance cards examples; working in groups

Pitching The Hubs Concept

Each group prepared a short pitch for their innovation hub concept, covering the aspects they considered more relevant, and presented their pitches to the larger group.



Leg.: Overview of the Workshop Room in Lisbon Geographical Society

3 SYNERGIES AND CROSS-FERTILIZATION METHODS

Throughout all these Cross-fertilization meetings, a set of methods were created and/or adapted, not only from the interest of developing innovative ways of engagement with peers and citizens for future initiatives (such as within HUB-IN Alliance and Academy), but also from a need to tailor the sessions to each of the project's phases. HUB-IN, as a project dedicated to fostering innovation, must, by its very nature, employ innovative methods to support its ongoing development. In this chapter the methods are briefly analysed and contextualised, with proposals for improvement when necessary, in order to support further utilization.

Cross-fertilization methods created and developed for the sessions:

- City Passports

The design of the City Passports was based on Miro Board, but the content was fully adapted to HUB-IN's goals. It was meant to promote conversations between the cities and register the main outcomes. In the future the method might be improved by simplifying / reducing the questions and messages throughout the session.

- Out of the Box exchange

This was one of the most appreciated new methods by the participants. The colourful boxes were aesthetically attractive and eased the process of dividing the questions that cities asked to each other, making the subsequent random selection process for table discussions smoother and more engaging. Instead of using the boxes, the method can be adapted to posting the questions on a wall with the 8 different fields, with spaces for post-its, but besides being not so attractive, it doesn't keep the question makers anonymous and is not so helpful for the table moderators.

- Cross-city Peer Consulting

The logic of this dynamic is basically opposed to the previous one. Instead of the city participants posing questions to another specific city, each city shares its doubts to everyone, so that they can receive suggestions, ideas and previous experience descriptions. It was not as useful as the previous method; nevertheless, if the participants were placed in groups, this would incentivise the discussion and reflection, and possibly the results could be more improved.

- Top tricks and tips

This method is based on motivating conversations between the cities representatives to reflect internally and, at the same time, to express their point of view on what can be considered most useful for other cities that will undergo similar processes of Action Plan development, in a "learning from our own mistakes" kind of approach. The moment of sharing these outcomes with other cities is also important, since the same issues can be solved differently, depending on cultural, economical, governance and other types of factors.

- Pilots' showcase

This method simply involves creating a series of presentations that showcase not only the implemented actions but also the innovative ideas that originated from open calls, acceleration programs, and contributions from innovators, artists, entrepreneurs, and other stakeholders. By sharing these diverse initiatives, this method encourages participants to learn from diverse perspectives, gain inspiration and identify potential collaborations, promoting the exchange and blending of ideas.

- Roleplay to build Hubs of Innovation

In this process, a fictional story, with a fictional character (in this case Jane), is created, in order to bring context for an exercise of co-creation, in heterogeneous groups, of a fictional Hub of Innovation. Participants are asked to close their eyes while listening to the story, so they can create and imagine their own scenario in their mind, listening to specific related sounds to make it more realistic. The warmup of the exercise also builds on creating memories from that scenario. From that point on, several exercises are presented to the participants in different steps, putting into practice the application of project's tools to build up a Hub of Innovation. The main outcome expected is the internal learning process and the interactions between the participants, rather than the work delivered by the groups.

Cross-fertilization methods used (already known):

- The hot air balloon retrospective

This is a creative and engaging team reflection method, where participants imagine they are in a hot air balloon losing altitude and must decide what to discard to stay afloat. This scenario asks the teams to identify and prioritize the most valuable aspects of the project in its current situation (Hot air – what are the things pushing us along?), such as successful strategies, positive team dynamics, and valuable lessons learned. On the other hand, they also discuss and agree on the least valuable aspects (Sandbags – What is slowing us down or holding us back?), including obstacles encountered, ineffective approaches, and areas for improvement.

- Fish Bowl

The Fish Bowl method is a dynamic group discussion technique where a small inner circle engages in a focused debate on a specific topic while the remaining participants observe from an outer circle. This structure encourages in-depth conversation within the inner circle and allows observers to gain diverse perspectives. The active listening observers may engage, at some point, in a discussion with the whole group.

- Creative Storytelling

The Creative Storytelling method utilizes narratives, stories, and creative formats to effectively communicate project actions in an engaging and memorable manner. This approach involves the construction of short stories that illustrate the impact of project activities, creating visual narratives through presentations, infographics, theatre or short videos, and employing metaphors, analogies, and storytelling techniques to make project outcomes more relatable and impactful. This method promotes a deeper connection of the participants with project results, enhancing audience engagement and making the presentation and its content more memorable.

4 CONCLUSIONS AND INSIGHTS

Cross-fertilization **played a key role in several fields** for HUB-IN Project, from which we highlight and set out some examples:

- Driving Innovation: by exposing cities to diverse perspectives and approaches, cross-fertilization accelerated the creation and development of innovative solutions, addressing local challenges with greater creativity and effectiveness. For example,

Belfast and Lisbon collaborated on launching and communicating their Challenge Funds and shared best practise on innovation funds.

- **Fostering continuous learning:** the cross-fertilization process facilitated the creation of a framework for continuous learning and knowledge sharing among cities, enabling them to learn from each other's successes and failures, and adapt their strategies accordingly. For example, a collaborative course was held between Grand Angouleme and Belfast, hosted by Ulster and Queens Universities, where architecture students from Grand Angouleme explored the Maritime Mile and created a body of work around it.
- **Bridging the gap between academia and cities:** the project effectively brought together academic expertise and practical urban challenges, fostering stronger and fruitful collaborations between researchers and city practitioners. For example, in the case of Genova's Public Art Initiative with the local Academy of Fine Arts, by establishing a framework agreement between the Municipality and the Academy that will be the starting point for further future cooperation.
- **Building a Network of European Innovation Hubs:** the cross-fertilization activities contributed to the establishment of a network of interconnected innovation hubs across Europe, enabling cities to leverage the collective expertise and resources of the wider community, which will be continued through the Alliance.
- **Strengthening the HUB-IN Alliance:** through a programme of interactive webinars and participation in 3 consortium meeting workshops, Follower Cities have been involved in the cross-fertilisation of knowledge and experience and maximised the added value they bring to HUB-IN. Through this process, Follower Cities have developed their own ideas for future Hubs of Innovation and contributed to the development of a community of practice within the HUB-IN Alliance.

The **Cross-Fertilization Sessions** were probably the highest point of the project for the cities to meet and to get to know what each other were doing, ask questions and exchange ideas and knowledge. Each session was carefully designed to address the specific needs of the project at each moment, and also allowed for the exploration and application of new methods and approaches to encourage participation and the sharing of ideas across different areas.

While this report emphasizes meetings crucial for pilot planning and implementation, cross-fertilization within HUB-IN was also fostered through contributions to the New European Bauhaus, collaborations with Sister Projects, the HUB-IN Plaza Talks, workshops on business and financing models, and sessions on HUB-IN Tools (Atlas and GeoTool), as described in D6.1 Exploitation Framework Final Report.

Regarding the contents discussed throughout the Sessions described in this Document, some **common themes could be identified:**

Stakeholder engagement:

- Early and consistent involvement of stakeholders is essential across cities; the engagement should be continuous, providing regular updates, focus on creating a sense of belonging and maintaining a clear, consistent messaging to keep stakeholders interested;

- High levels of interest and participation from diverse groups (locals, public services, students, associations...) were common and surprisingly more positive than expected in most of the cases;
- Some of the main challenges for stakeholder engagement were found to be the management of the diverse needs (sometimes in conflict) and addressing stakeholder fatigue. The solutions pointed out were based on strategic stakeholder mapping, targeted involvement at appropriate stages, and ensuring transparency and alignment with broader strategies;
- This topic was one of the most addressed through all the sessions, demonstrating the importance of not underestimating its value.

Problem-solving / adaptability:

- Changes in plans due to unforeseen circumstances (e.g., financial issues, political changes, delays due to slow public procedures) are similar to all cities; it is important to be flexible and adaptive in the planning and implementation phases;
- Projects are seen as dynamic processes that require ongoing adaptation to reality and stakeholder needs;
- Combining multiple project elements into single actions can help optimize resources.

Innovation and sustainability

- Integrating sustainability into cultural heritage projects is a shared goal, but the approaches are very different from city to city;
- The search for the balance between preserving heritage and modern needs (e.g., innovation, climate action) is a concern for the project in general and must be present at all times.

Bureaucratic and financial constraints:

- Cities face complex bureaucratic processes that slow down several parts of project implementation; finding ways to simplify these procedures, early submission of requests, or having dedicated contacts to speed up processes were pointed out as solutions;
- The need for additional funding was a commonly addressed challenge, mainly from the perspective of securing long-term funding and sustainability for the legacy of HUB-IN Project.

Other takeaways from the meetings:

- Effective and clear communication across partners and stakeholders, as well as internal communication, is key for bridging gaps, engaging communities and ensuring transparency.
- Governance as a journey: flexibility in governance, allows the evolution of processes and actions over time; however, establishing strong governance structures (e.g., steering groups) is helpful to align projects with broader city strategies.
- Using creativity for engagement: trying different approaches and learning from other examples is beneficial. Using innovative methods like live storytelling events, heritage walks, and digital storytelling can have a positive effect on community engagement.

- Finding and using local expertise, ecosystems and existing networks can bring unexpected benefits.
- Acceleration programs can foster innovation in local urban contexts: especially when tailored to the specific needs and contexts of the cities. Providing good support throughout this process and targeting the right innovators can help ensure a low dropout rate from these programs.

In conclusion, this process has demonstrated, within the HUB-IN project, the significant value of cross-fertilization as a driving force for innovation and collaboration among cities, and as a key enabler of urban innovation. By fostering the exchange of knowledge, experiences, and best practices between the eight pilot cities, the project created a dynamic and supportive environment for the development and implementation of innovative urban solutions.

Please return this sheet to your table facilitator City: _____

What challenges do you foresee in implementation and how might you overcome them?

CHALLENGES/OPPORTUNITIES

I have a challenge regarding _____
 and I need to (potential solution) _____
 When and how _____

CHALLENGES/OPPORTUNITIES

I have a challenge regarding _____
 and I need to (potential solution) _____
 When and how _____

CHALLENGES/OPPORTUNITIES

I have a challenge regarding _____
 and I need to (potential solution) _____
 When and how _____

What support do you need in the next few months?

MENTORSHIP & SUPPORT

I need support with _____
 In order to _____
 From whom/ in what format _____

MENTORSHIP & SUPPORT

I need support with _____
 In order to _____
 From whom/ in what format _____

MENTORSHIP & SUPPORT

I need support with _____
 In order to _____
 From whom/ in what format _____

Session #6 - HUB-IN Academy Hands-on workshop

JANE'S STORY

I ask everyone to close their eyes. Picture a warehouse, full of life. An active hub of activity, producing textiles, clothing the people of the city and beyond. Its big brick walls and tall chimneys are a symbol of industrial power. The sounds of machinery, the chatting of the workers, the rhythmic pulse of production.

However, as the textile industry declines, the factory begins to decay and with it the surrounding area... Its once-vibrant machinery is now silent and covered in dust. Imagine it now: a piece of history, a forgotten giant.

Today, we step into a fictional tale, a story of innovation and resilience, the story of Jane. Jane dreams of breathing new life into this forgotten giant. She envisions a vibrant destination, a place where people and businesses thrive, a place cherished by the local community.

Can Jane save the old factory of her city? Let's find out more - firstly let me introduce you to Jane....

(You may now open your eyes... and see Jane!)

Jane: *Hi, I'm Jane, a young entrepreneur from a mid-sized European city. My grandfather worked in this warehouse throughout his entire life and when I see its state of abandonment today, I think it is such a pity to lose all that space and potential! Over the past few years, I have spoken with dozens of other people in the area who feel the same way and who, like me, see that this old factory has the potential to become a thriving centre once again. This has led me to pursue the idea of rescuing this building the way the local population imagines and desires, and turn it into a sustainable space that could once again energise local communities and honour its memory and heritage.*

Jane, can you tell a bit more about the current situation of your efforts and the old factory? What have you already achieved?

I have already taken some steps. I reached out to entrepreneurs and creatives and gathered a small community. We approached City Hall and they are interested in the idea of a creative space in this area and willing to support the renovation. I have also talked to the owners - A family firm, uncertain about the building's future, which is open to the idea of it once again serving a vital role in the community; but only if a viable and sustainable solution supported by the local community can be found to bring it back to life.

*Jane's journey is not without its challenges. **How can she transform this abandoned factory into a thriving hub? How can she honor the building's history while making it a modern hub for innovation? How can she create a space that fosters community?** She must navigate complex regulations, secure funding, and convince the local community of her vision. However, she also sees opportunities in the factory's rich history and unique architecture.*

Before we follow Jane's journey, let us present you some of the main challenges of this area, which are fundamental to define the goals of the Hubs we will be co-creating:

CHALLENGES:

- The warehouse needs renovation; but it is vital to value its architecture and look for ways to tell the story of the tangible and intangible cultural heritage of the textile industry of the area.
- There are no proper pedestrian zones in this Historical Urban Area; individual cars are the most used means of transportation.
- The warehouse is placed next to a river with environmental degradation.
- This area now has a mixture of uses with some residential and several empty shops and spaces that are mostly privately owned – the general atmosphere is of a rundown area that needs a new lease of life.
- There is no organized collaboration between the various cultural and creative local actors.
- The innovation ecosystem is not yet developed in the surrounding area.

Can you help Jane on this journey?