

D5.3 Quarterly Evaluation Reports

October 2024



Funded by the Horizon 2020 Framework
Programme of the European Union

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HOW TO CITE THIS DOCUMENT

Taylor C., (2024). Quarterly Evaluation Reports, HUB-IN project - Hubs of Innovation and Entrepreneurship for the transformation of Historic Urban Areas H2020-SC5-2019, GA 869429.

PROJECT INFORMATION

Project name: HUB-IN
Grant agreement number: 869429
Project duration: 2019-2024
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STATEMENT OF ORIGINALITY

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ABOUT HUB-IN

MISSION

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment.

The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs and is fully aligned with the international agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Belfast, Braşov, Genova, Grand Angoulême, Lisbon, Nicosia, Slovenska Bistrica, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main areas that hold potential for the Hubs' sustainable transformations: 1) Cultural and creative industries, 2) New lifestyles and 3) Endogenous Natural & Social Resources.

VISION

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

CONSORTIUM



Δήμος Λευκωσίας
Nicosia Municipality



Belfast
City Council



Cyprus
Energy
Agency



Universiteit Utrecht



About this document

As each pilot city's Actions developed, the Hub teams conducted quarterly evaluations of the qualitative and quantitative data collected in their monitoring plans, as set out in their D5.2 "Adapted monitoring methodology to each pilot city". A final consolidated report has been produced in each city, appended in this document in order of:

- Belfast
- Braşov
- Genova
- Grand Angoulême
- Lisboa
- Nicosia
- Slovenska Bistrica
- Utrecht

These city reports provide the inputs for D5.4 "Final economic, social and environmental appraisal and lessons learned", which evaluates the findings across the cities.

N.B. within each report, the page numbers are retained as they are in the standalone version to avoid duplicated materials with different reference numbers - therefore the easiest way to navigate between reports is by the city referenced in the footer of each page. Each city report also has its own Table of Contents for navigating within itself.

D5.3 Evaluation Report

Belfast

October 2024



Funded by the Horizon 2020 Framework
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HOW TO CITE THIS DOCUMENT

Colan-O'Leary G., Sweeney K., Taylor
C., Thornbury A., (2024). Evaluation
Report (Belfast), HUB-IN project - Hubs
of Innovation and Entrepreneurship for
the Transformation of Historic Urban
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1. INTRODUCTION

1.1. SNAPSHOT SUMMARY

Action 1: Waterfront Promenade Framework

Aligned landowners and stakeholders on common vision and toolkit for a socially inclusive, green HUA.

Action 2: Sustainability Audit

Laid foundations for future climate resilient, low-carbon and circular business practices and supply chains within the HUA.

Action 3: Challenge Fund

Generated cross-sectoral interest in immersive Augmented Reality, AI and game-engine based storytelling of the HUA's history.

Stakeholder views:

"This has opened up a new and exciting commercial avenue for our company."

Entrepreneur

"A very important step in the creation of a world-class waterfront."

Department for Communities

"It created something which all of the stakeholders could coalesce around and say 'this is what we want to invest in to create a bright future'".

Belfast Harbour

"A huge opportunity to bring the Sailortown community back to life and showcase our Maritime heritage."

Community Organiser

Early numbers:

£210,000

(approx €250,000) in entrepreneur investment or funding fully or partially attributable to HUB-IN

£50,000

(approx €70,000) in matched funding for actions from mix of public and private and organisations

£50,000

(approx €70,000) of funding awarded to other projects that identified HUB-IN as contributing to the award

6,000

LinkedIn impressions for one example entrepreneurial prototype, with global reach

>100

individuals in co-creation events for one entrepreneur's prototyping sessions

100%

of supported entrepreneurs benefitted from improved networks and access to partnerships

83%

of supported entrepreneurs cited the support from HUB-IN as unobtainable elsewhere

49.7%

female entrepreneur staff base (survey responses for the Challenge Fund)

28

stakeholder groups engaged across the Quadruple Helix, in co-creation and action groups

25%

of surveyed businesses discovered as needing support for internal or public sustainability policies

20

users per day for one entrepreneurial prototype app during test phase, pre-launch

18%

respondents aged over 65 (survey responses for co-creation and showcasing activities)

10km

of waterfront "one of our biggest natural assets" is being developed as we look to the future

7

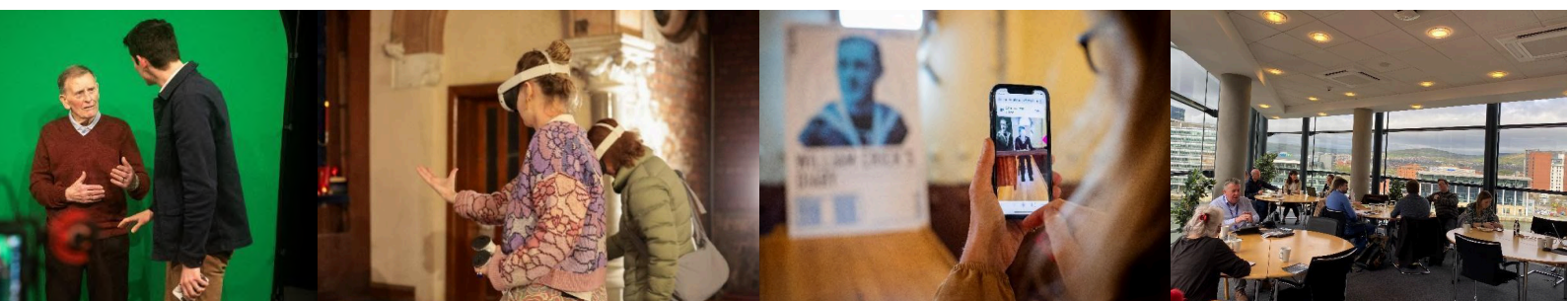
immediate waterfront projects identified for landowners and partners to collaborate on

7

partner programmes in the HUA align or work synergistically with HUB-IN

6

entrepreneurs successfully trialled the HUA as a living testbed for co-creation and digital heritage



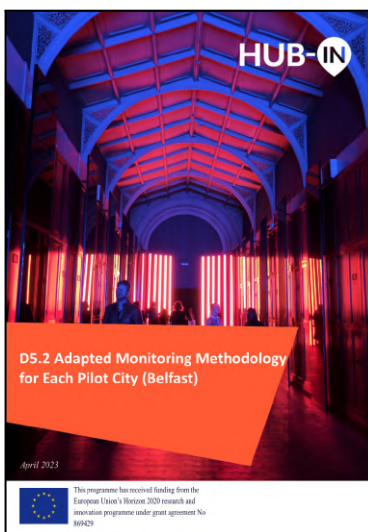
1.2. OVERALL OBJECTIVES OF THE HUB



As per Belfast's Innovation Action Plan,¹ the Hub is located at the Maritime Mile, the city's historic waterfront that was once the world's largest shipyard and is now a regenerated, vibrant and accessible heritage destination.

The Action Plan aims to enrich the Maritime Mile's story and support its sustainable development through the implementation of three innovative actions designed to integrate innovation into the heritage-led regeneration of the area. Such actions will focus on

- Drafting a Waterfront Promenade Framework defining the city's long-term vision for the development of the Maritime Mile
- Running a Challenge Call with local creatives to explore innovative ways to preserve and promote local heritage and use of the Maritime Mile
- Undertaking a Sustainability Audit with local businesses to support the Maritime Mile to become a recognised sustainable destination.



As per Belfast's Monitoring plan,² the city's prioritised outcomes were:

- Increased attractiveness as a place for entrepreneurs to locate and invest
- Increased social inclusivity and accessibility for local communities, the HUA is a place where people want to spend time
- Increased sustainability of the Maritime Mile and associated business action
- Increased protection and celebration of local heritage

The Hub's logic model can be seen below in Figure 1.

To avoid duplication, methodologies and content covered in previous HUB-IN documents such as the Action Plan are not replicated here - consult those documents for details, available at <https://hubin-project.eu>.

¹ <https://hubin-project.eu/library>

² <https://hubin-project.eu/library>

Belfast Hub's logic model

→ Colour of arrows is just to make the links visible - no other meaning

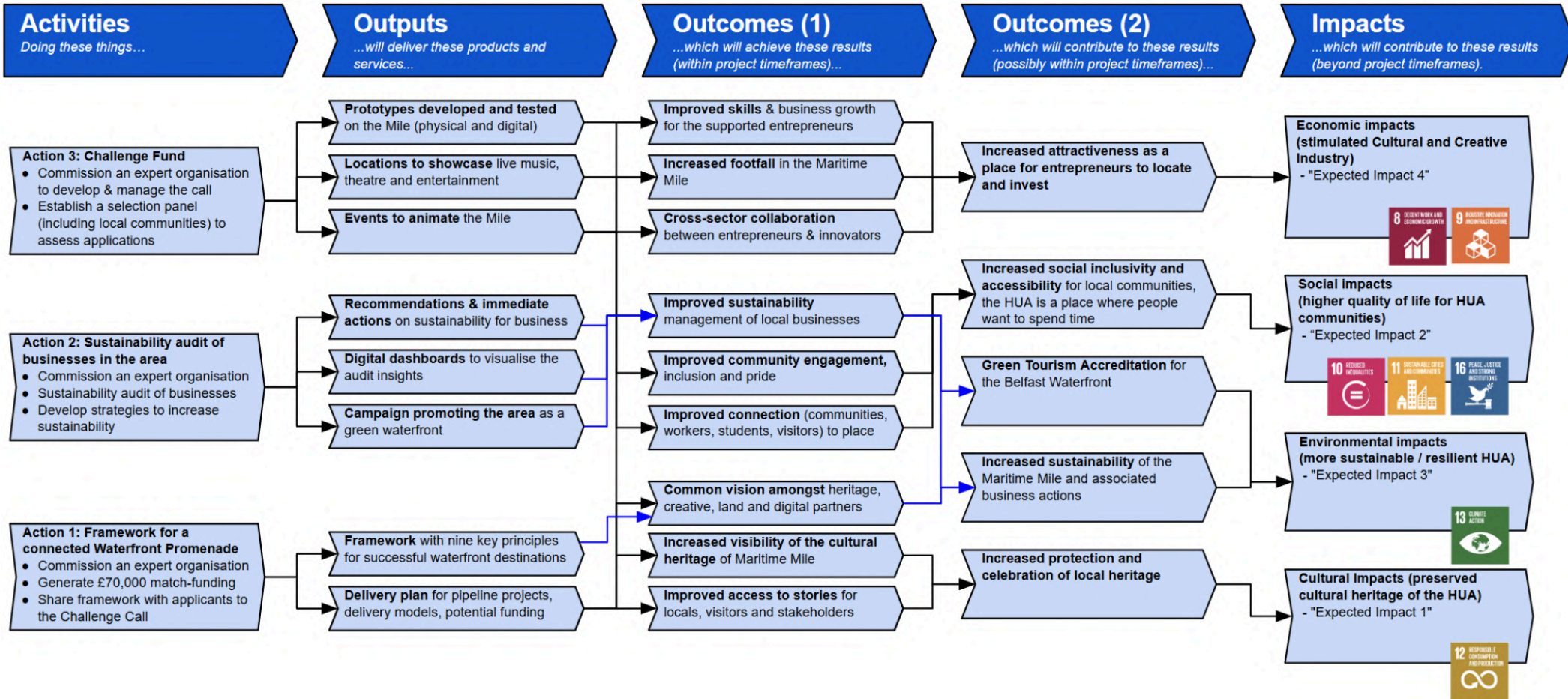
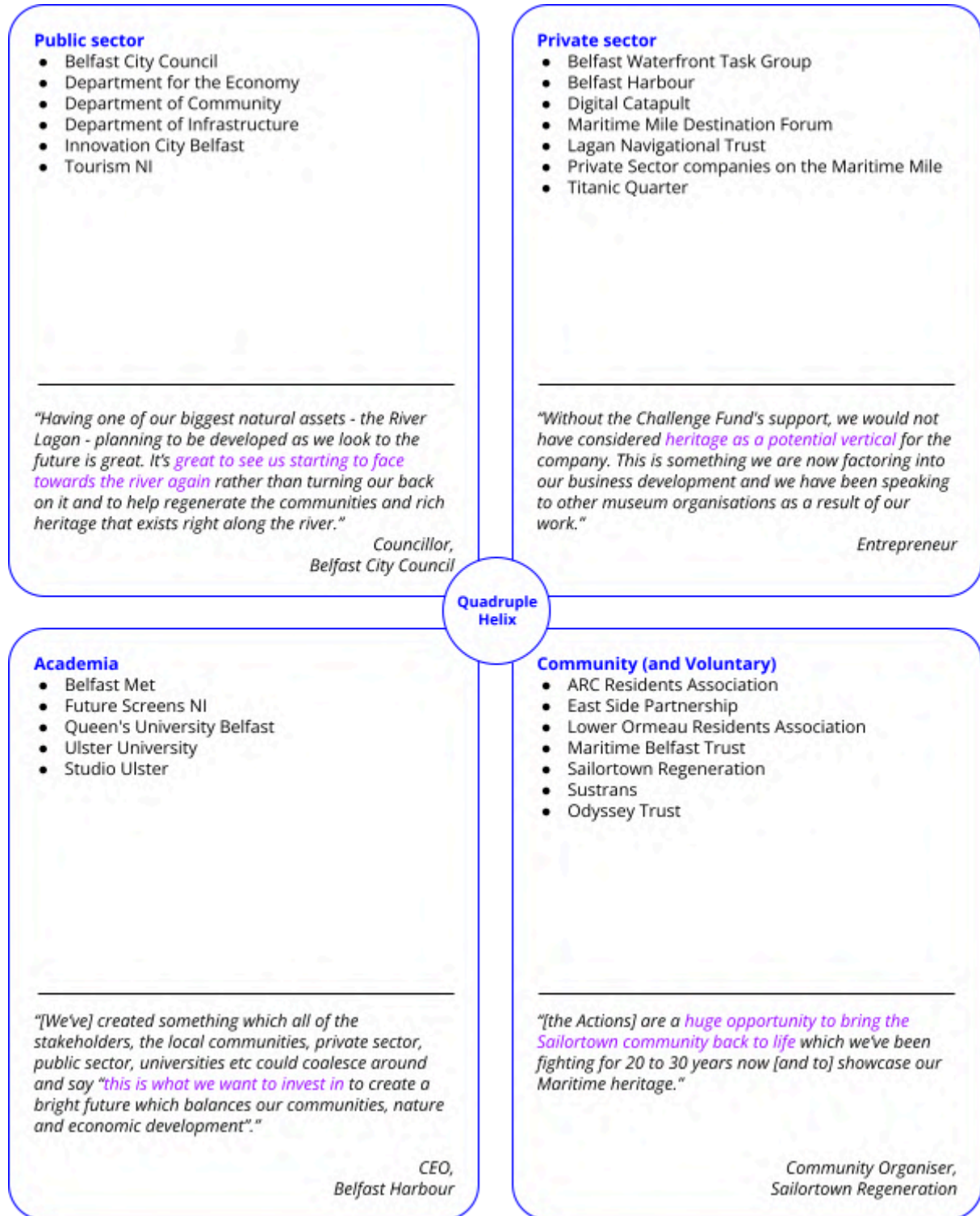


Figure 1: the Hub's logic model, illustrating the change pathways for the specific Actions' intended outcomes.

1.3. STAKEHOLDER ENGAGEMENT

Stakeholders across the “Quadruple Helix” were core participants in the Hub’s development and delivery. Co-creation and showcasing activities have been well attended with significant contributions from communities, formal partners and other stakeholders:



1.4. PURPOSE OF THIS DOCUMENT

This document is a summary of the city's impact assessments to date, based on data, insights, content and commentary from the Hub team and their monitoring tools. Work Package 5 "Monitoring and Evaluation" has also provided some light support with additional commentary or presentation, but is not scoped to audit city data or findings. By intention this report is built first and foremost on the city's views and language, thereby staying true to the "voice of the city" wherever possible. Key findings will be drawn into the document D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

1.5. LIMITATIONS OF THIS DOCUMENT

A few standard notes are important in interpreting data in all HUB-IN cities:

- *determining long-term impacts from short-term projects*
Some of the regeneration actions in HUB-IN cities are expected to contribute to results in the medium- or long-term (i.e. beyond the end of the programme). The monitoring in all HUB-IN cities that is used in this report necessarily finishes before this point, at a "snapshot" in their evolution. *Therefore, early or interim findings and evidence are presented at this stage, indicating the "direction of travel" towards the expected impacts rather than prematurely assuming any final answer.*
- *finite resources*
As with all programmes, there is a finite constraint around budget and effort available to monitor. Attempting to monitor all possible outcomes, with all possible data, and applying all possible assessment techniques, is not an appropriate or cost-effective approach in impact assessments. *Instead, a handful of priority outcomes are assessed, as identified with city teams, their stakeholders, the programme and WP5's support in their document titled D5.2 "Adapted Monitoring Methodology".*
- *principles of feasibility, relevance, and practicality are important for decentralised monitoring teams*
City Hub teams are responsible for their monitoring and analysis (and are the primary beneficiaries) but do not always have access to economists, social scientists, environmental scientists, statisticians or professional qualitative researchers etc. Some do have strong backgrounds in quantitative and qualitative fields, or access to university students. This mix is expected to be similar to Follower Cities, who may have varying degrees of experience and comfort in data collection and evaluation. *Thus, the expectation is not for overly academic, lab-level research and statistics - but for practical, easily replicable approaches that make use of available data to give usable insights to the Hub teams.*
- *data constraints (sample sizes, commercially sensitive data, community trust, stakeholder fatigue etc)*
Whilst there is some leverage over contracted parties to provide data (e.g. all Accelerators were advised to make completion of pre- and post- surveys a contractual condition of the innovators receiving payment), sample sizes are highly dependent on the scale of the action and often the willingness of respondents. Much data is self-reported without scope for auditing (e.g. revenues). Stakeholder or community surveys etc will not necessarily meet the sample sizes or probability-based requirements used in academic papers for statistically significant findings or hypothesis testing. Robust techniques for this level of quality were considered (e.g. large scale professional community surveys; difference-in-difference techniques etc) but - as per the points above on finite resources and the small / short-term nature of many Actions - these did not pass the programme's or cities' requirements for proportionality, relevance and cost-effectiveness. *Thus, findings should not be taken as fully representing the larger population in the city or cross-city, but as indicative for the samples consulted. The findings therefore investigate evidence for the outcomes and inform Hub adaptations, and areas of potential future study, specific to those Actions.*

For Belfast specifically, some challenges included limits on asking personal data (demographics such as income or community etc) and aligning to existing regular surveys that had limits on question additions and pair-matching pre- and post- responses. See the city's tailored monitoring plan³ for detail on the chosen monitoring techniques, data collection plans and limitations (not duplicated in this document). Key findings will be drawn into the D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

³ <https://hubin-project.eu/library>
D5.3 Evaluation Report (Belfast)

2. ACTION-LEVEL EVALUATION

2.1. ACTION 1: WATERFRONT PROMENADE FRAMEWORK

Key metadata

Action theme Policy and Regulation

Action clusters Cultural and Creative Industries
New Lifestyles
Resilient and Human Connected Places

Expected outcomes
(city level) Increased protection and celebration of local heritage

Increased social inclusivity and accessibility for local communities, the HUA is a place where people want to spend time

Expected impacts
(programme level) 1: reversing abandonment and neglect of historic heritage
(cultural)

2: new blueprints for regeneration with enhanced wellbeing and quality of life
(social)

3: boosting heritage-relevant innovation in HUA's and cultural landscapes
(environmental)

4: cross-sector collaboration, job opportunities and skills
(economic)



Operational Results



The Waterfront Promenade Framework Task Group was established early

on to scope how the waterfront can fully realise its potential as a connected, vibrant corridor linking with key destinations, neighbourhood communities and the city centre.⁴

Specific challenges to be overcome include the fragmentation of landowner interests:

the area falls under the responsibility of several landowners and developers, working to different masterplans and timescales. Ecosystem engagement succeeded with a breadth of landowners, interested parties and other stakeholders including Maritime Belfast Trust; Belfast Harbour; Belfast City Council; Innovation Belfast; Titanic Quarter Limited; Department for Communities; Department for Infrastructure; Department for Economy; Department for Agriculture, Environment

and Rural Affairs; Tourism NI; and more.

A multidisciplinary team of civil engineers, urban designers and socio-economists was appointed

following the tender. The team conducted visits to the heritage sites, interactive workshops with local stakeholders, and deep dives into the varied masterplans and strategies.

The local co-creation activities revealed five top improvements: more places to eat; more green areas; more public toilets; walking and cycling trails; and more quality events. Ultimately the framework aims to improve the HUA's links to the city centre, enrich marine habitats and provide a focal point for leisure, employment, cycling, walking and tourism.

Since the launch of the Framework a concrete Action Plan has been developed and reviewed within the last Waterfront Task Group. A subgroup has been established to drive the Action Plan forward. To date several initial meetings have taken place with potential partners and stakeholders to discuss some of the actions. Upcoming phases will require agreement on methods for financially resourcing its delivery.

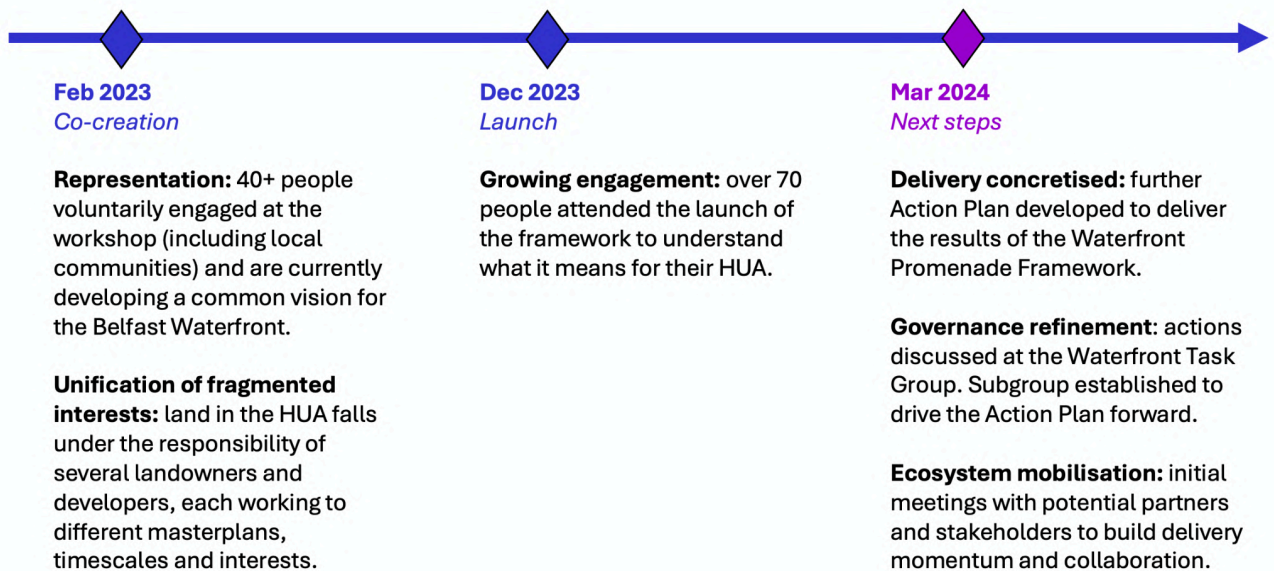


Figure 2: past and future evolution of the framework

⁴ <https://www.maritimebelfast.com/destination-development/waterfront-task-group/>
D5.3 Evaluation Report (Belfast)

Three unique typologies now guide the connected development of the HUA's future waterfront,⁵ based on shoreline typology, building density and programming:

- *urban* hard shoreline and higher building density
- *maritime* hard and soft shoreline and interest-specific attractions
- *natural* soft shoreline and recreation attractions.

A versatile 'toolkit' of interventions forms the starting point for solutions in each typology and the nine distinct character areas identified by the Framework - each character area has its own opportunity gaps and potential interventions. See Figure 3 below for an example of the toolkit applying to Net Zero and Circular built heritage.

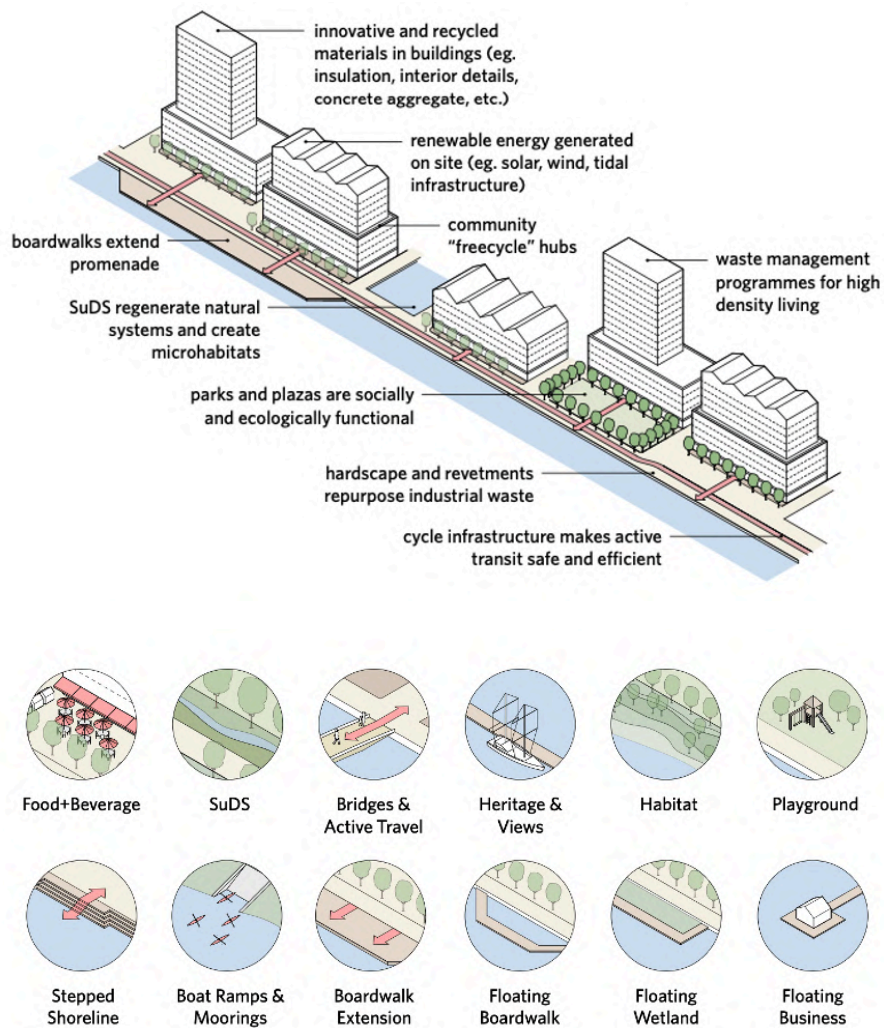


Figure 3: a 'toolkit' of interventions was co-designed as the starting point for future solutions, for example Net Zero and Circular built heritage.⁶ (SuDS = Sustainable Drainage System)

⁵ <https://www.maritimebelfast.com/app/uploads/2023/12/Framework-Summary-Document.pdf>

⁶ <https://www.maritimebelfast.com/app/uploads/2023/12/Framework-Summary-Document.pdf>
D5.3 Evaluation Report (Belfast)

Process evaluation

Co-creation and showcasing activities have been well attended with great contribution from communities and stakeholders. Media have attended the Action launch events, generating free publicity.

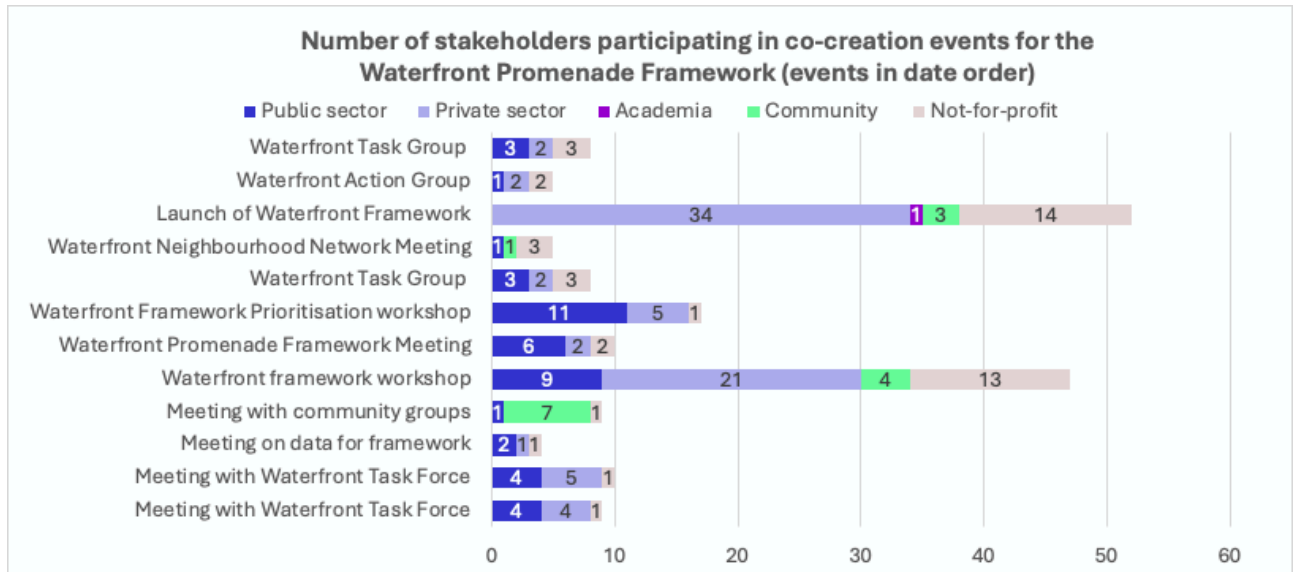
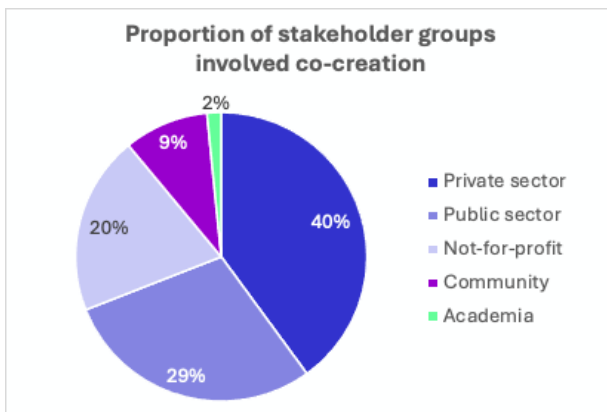


Figure 4: number of stakeholders participating in events for the Framework (events in date order)



Formal partners made immense contributions to Steering and Action Groups, formed for specific expertise.

Six community networks either participated or were established to feed into the Framework development.

Participation was balanced regarding gender and age. Not every engagement can assess demographics and it would not be an appropriate use of resources. However, the Hub knows from community outreach that 49.7% of HUB-IN survey respondents were women, and 17.7% above 65 years. These figures are as expected for the local demographic mix.

Figure 5: proportion of stakeholder groups participating

Specific lessons for replication or scaling the Action are referenced in the Hub evaluation section below.

Relevant Clusters

- *Reverse trends of abandonment and neglect of historic heritage* - by celebrating heritage and animating the waterfront
- *Create new sustainable opportunities for local traditional businesses* by making the waterfront a destination and by interacting with development.
- *Develop new creative skills and jobs* by making the waterfront a destination for animation.

As outlined in their logic model, Belfast wants to increase social inclusivity and accessibility for local communities and for the Maritime Mile to be a place where people want to spend time. Through the Waterfront Promenade Framework, over 40 people were engaged at the workshop including representation from local communities and are currently developing a common vision –for the Belfast Waterfront. Over 70 people attended the launch of the framework.

Outcome: Increased protection and celebration of local heritage

Aligning fragmented interests has unlocked priority projects for landowner collaboration, including several targeting protection, celebration and future valorisation of the HUA's heritage. The envisioned waterfront promenade will offer safe and green public spaces to socialise, infrastructure for active travel and exercise, improved connectivity and easier access to jobs and services, underpinned by the unique maritime historic sites:

- Safeguarding Hickson's Point
Reuse this prominent (currently empty) public realm for a building of national importance or an iconic public space, as well as lighter public realm improvements such as stepped access to the water's edge, community gathering spaces and ground level activation. This aims at a "Sydney Opera House effect": an iconic city-defining asset to substantially improve tourism visitation.
- Thompson & Alexandra Docks
Install wayfinding to establish the Harbour's northern docks as a compelling tourist attraction and cultural destination. A linear park along the shoreline would provide ecological enhancement. Adaptive re-use of the historic Thompson Dock site could extend the Titanic Belfast experience to support higher tourist volumes and extended length of stay.
- Local Policy Area Planning Guidelines
Align with the Belfast Local Development Plan in order to receive formal recognition of the heritage site as a Local Policy Area with design guidelines.

The Framework has some multiplier effects in helping the Belfast Hub to be "greater than the sum of its parts" and enhancing the impacts of its sister Actions. For example, the Framework has helped applicants to Action 3 "Challenge Call" to identify specific tangible and intangible heritage in the HUA and to place their innovations in the context of that heritage and future developments planned for the area.

Ecosystem stakeholders perceive the revival of the heritage as a future *asset to regeneration*, and the intrinsic cultural heritage of the mile valued as a catalyst for an entrepreneurial and attractive HUA:

*"It's great to see us starting to face towards the river again rather than turning our back on it and to help them to regenerate the communities and the rich heritage that exists right along the River Lagan. It's **a great step in the right direction as we look to the future** and happen to regenerate Belfast for all of our citizens."*

**Councillor,
Belfast City Council**

"Heritage as an asset" will importantly be developed with inclusivity and accessibility at its core. having developed as the result of close collaboration with a cross-section of "Quadruple Helix" stakeholders::

*"[The Maritime Mile] can really grow as **a fantastic destination for the whole of the city, the whole of Northern Ireland and for our International visitors.**"*

**Director of Strategic Development
Tourism NI**

*"For us, it's a huge **opportunity to...bring Sailortown back to life** which we've been fighting for 20 years, and also to see some projects delivered in the area **for the benefit of local communities.**"*

**Community Organiser
Sailortown Regeneration**

Outcome: Increased social inclusivity and accessibility for local communities, the HUA is a place where people want to spend time

Future developments will now include 3 principles directly driving inclusion and accessibility:

- *A living shoreline*: environmental engineered shorelines create access to the water, fostering a sense of connection and responsibility whilst also supporting the harbour's ecosystem services.
- *A split-level promenade*: creating multi-functional shared spaces for active travel, seating and flood defences.
- *Activated public realm*: heights of new developments are to be set back from the promenade, to create a comfortable spacious public realm where ground level businesses can also spill out.

Medium- and long-term social indicators can be monitored and evaluated as the HUA evolves, linked to socio-economics, employment housing, tourism, local policies and more. As change was not expected in these indicators during HUB-IN's lifetime, they are not reported here. However, as the anticipated future public realm developments occur, additional monitoring can be undertaken - for example sensors are planned for deployment in the HUA in order to track footfall reliably, and the spread of benefits to economically deprived areas can be monitored etc. See example medium-term dashboard metrics that the Hub team uses in Figure 6 below (developed outside of HUB-IN but relevant for its future).

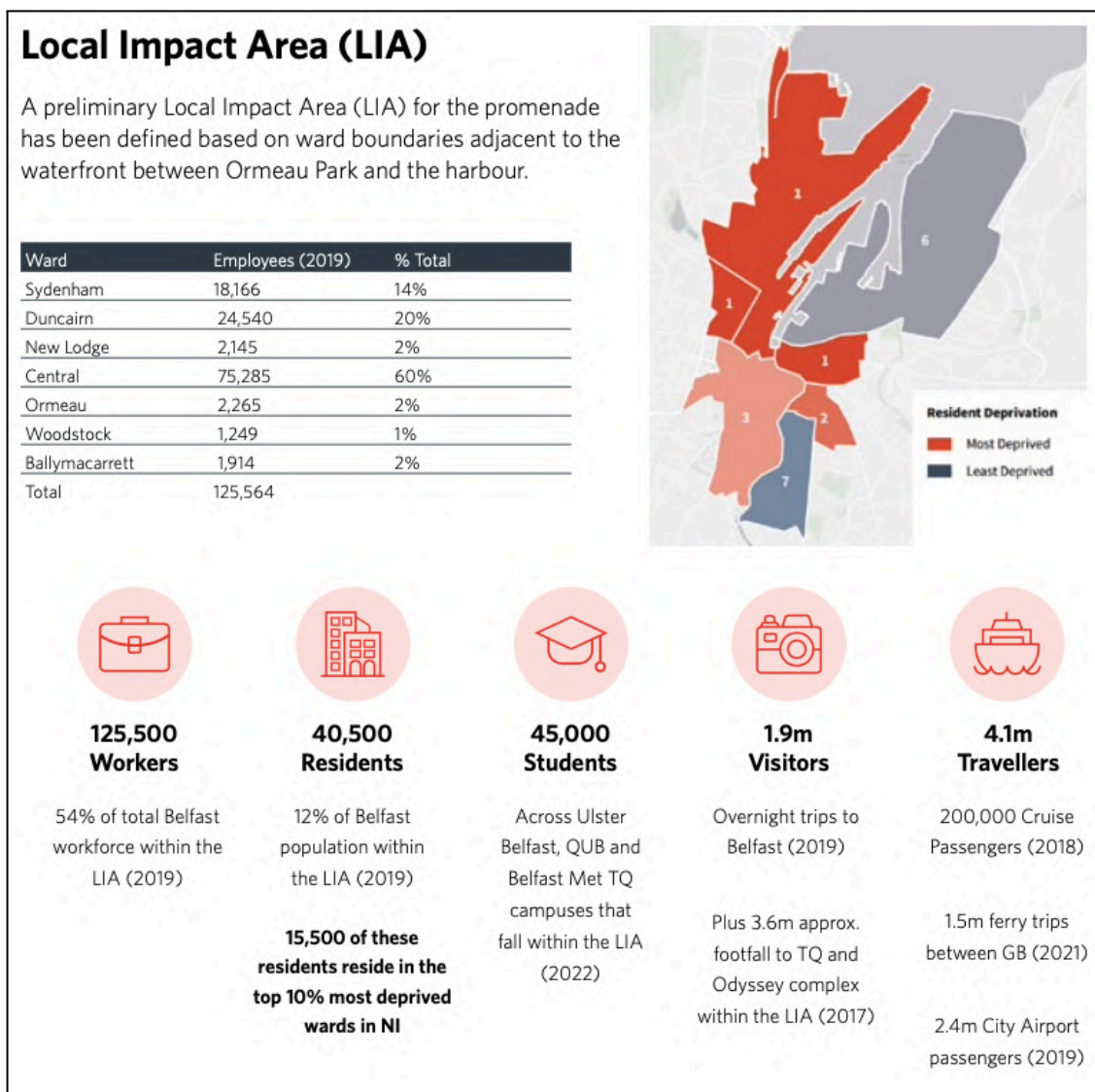


Figure 6: example medium-term dashboard metrics that the Hub team use (developed outside of HUB-IN)

Additional “co-benefit” outcomes:

Increased attractiveness as a place for entrepreneurs to locate and invest

The Framework’s long-term view fosters interventions to attract entrepreneurs and businesses, improving the HUA’s attractiveness for commercial organisations and locals, as well as the tourists, visitors and investment that will bring an influx of revenues.

The co-created design specifically recognises the value of local needs and talent through its specific objectives centred around:

- *competitive place:* deliver the cultural and lifestyle offerings to meet local needs, attract global talent and entice Northern Ireland’s diaspora to live, invest, and innovate.
- *social value for local communities:* Improve employment opportunities for deprived communities (Sailortown, Short Strand etc) to flourish, preserving maritime heritage for future generations.
- *further tourism success:* improving access and connections between existing heritage and tourism assets and creating new destinations and experiences.

*“The area is **already an important tourism destination:** we have Titanic Belfast, Maritime Mile, and this framework set[s] in place a **really ambitious new vision for the next 10 years.**”*

**Director of Strategic Development
Tourism NI**

Additional “co-benefit” outcomes:

Increased sustainability of the Maritime mile

The co-created design likewise takes a resilience focus to prepare for climate change and reduce the HUA’s own contributions, through objectives centred around bolstering climate resilience and the circular economy: make significant contributions to net zero through active travel options, incorporating renewables, green industries and the circular economy.

The ‘toolkit’ of interventions embeds environmental considerations in its solutions, for example the use of sustainable drainage systems creates a resilient network of connected soils, street trees and native planting that mitigate pollution from stormwater surface run-off, increase habitat availability for biodiversity, and create a welcoming environment to visitors. The environmentally engineered shorelines are designed to encourage the functioning and sustainability of the harbour’s ecosystem services. And the design of integrating access to the water with the promenade (stepped access etc) was designed by the urban designers to foster a sense of connection to this environment and responsibility as its custodians.

*“The ‘Embracing the Belfast Waterfront’ Framework is a really positive development for the city to have almost **10km of one of our biggest natural assets** - the River Lagan - being developed or planning to be developed **as we look to the future** is great.”*

**Councillor,
Belfast City Council**

Further, the Framework has some multiplier effects in helping the Belfast Hub to be “greater than the sum of its parts” and enhancing the impacts of its sister Actions. For example, the Framework has helped applicants Action 2 “Sustainability Audit” – its Sustainability Ecology principle will support and underpin the development of the sustainability audit. The Framework has been used as one of the guiding documents at the Sustainability Workshop with reference to how the Waterfront holds a key to delivering the city’s goals to move towards a net-zero-city over time.

Specifically, the waterfront can help reduce existing lifestyle-carbon by unlocking landowner and stakeholder collaboration on its proposed active and sustainable transport projects:

- creating more walkable and cyclable urban districts at the waterfront
- connecting multiple urban neighbourhoods with the waterfront promenade
- building new bridges across the River Lagan to create new connections
- accessibility improvements between the city centre and the waterfront
- new recreational use by the waterfront serving all Belfast communities

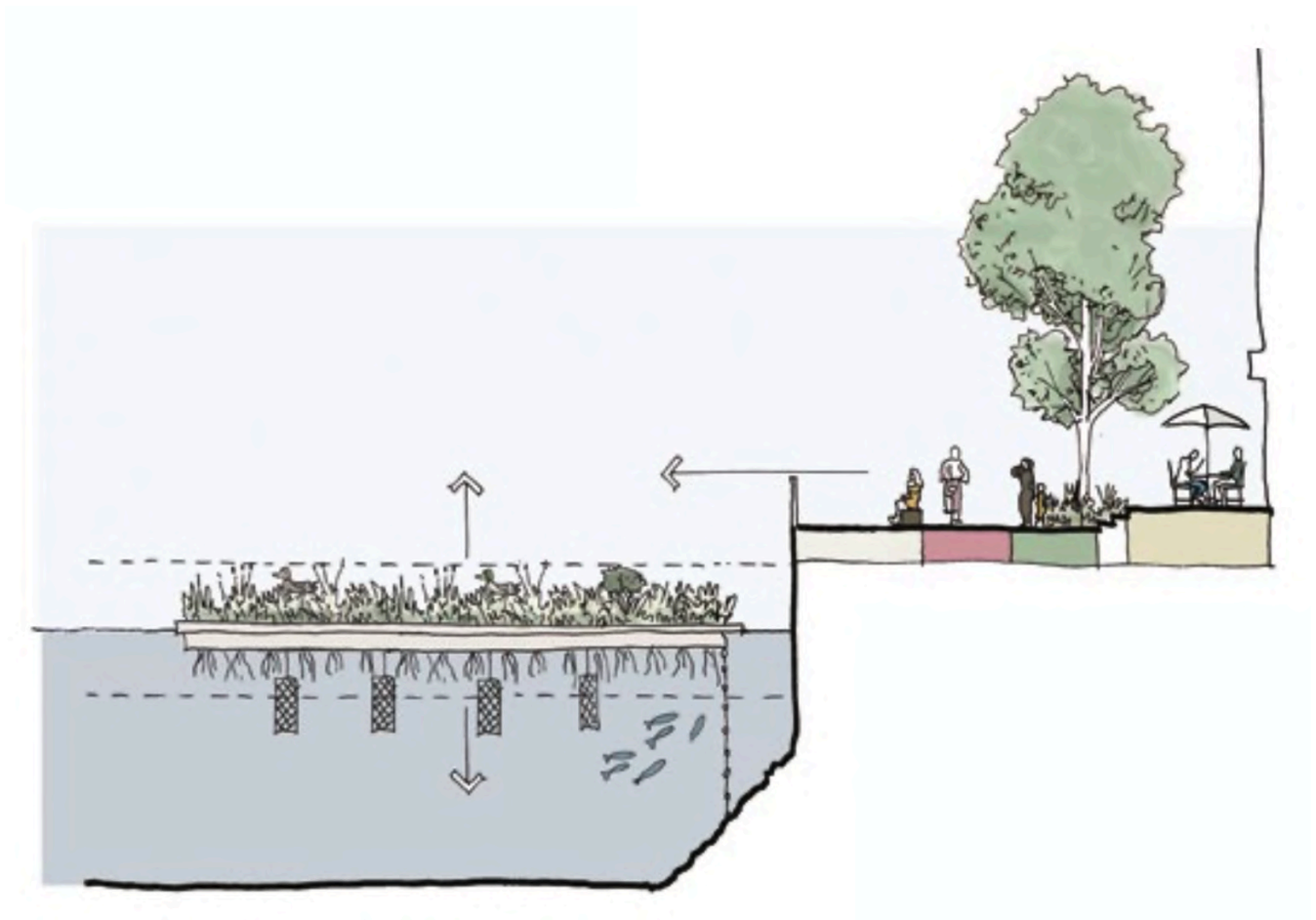


Figure 7: framework illustration of how ecosystem services can be promoted and integrated into a maritime HUA to improve attractiveness and climate resilience.⁷

⁷ <https://www.maritimebelfast.com/app/uploads/2023/12/Framework-Summary-Documents.pdf>
D5.3 Evaluation Report (Belfast)

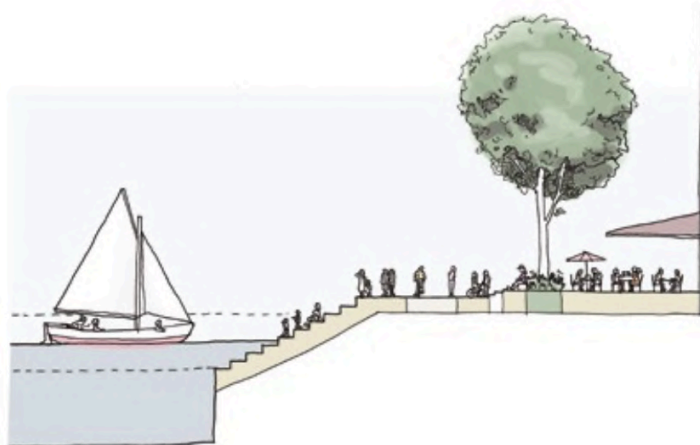
Next steps

Interventions identified for the HUA landowners to collaborate on in the near future include seven priority projects with economic, environmental, social and cultural aspirations:⁸

- 1. Local Policy Area Planning Guidelines**
Align with the Belfast Local Development Plan in order to receive formal recognition as a Local Policy Area with design guidelines.
- 2. Waterfront Design Panel**
Pilot a panel to peer-review proposals for the Promenade against guidelines and surrounding context.
- 3. Safeguarding Hickson's Point**
Reuse this prominent (currently empty) public realm for a building of national importance or an iconic public space, as well as lighter public realm improvements such as stepped access to the water's edge, community gathering spaces and ground level activation. This aims at a "Sydney Opera House effect": an iconic city-defining asset to substantially [improve tourism visitation](#).
- 4. Harbour Loop**
Install a new pedestrian and cyclist bridge directly connecting Titanic Quarter to North Belfast, driving footfall and connecting with the wider transit network whilst maintaining sailboat access to the marina. This increase in passing trade and investment is expected to bring significant [land value benefit](#) to Clarendon Dock, Sailortown, North Belfast and Titanic Quarter.
- 5. Gateway**
Activate sub-motorway street food markets, public events, exhibits and play parks, with attractive and amenable art and lighting for day and night visitors. Blue transit points for ferry, water taxis, and small boats would enable access to Belfast City Centre, with acoustic barriers [mitigating water and noise pollution](#).
- 6. Thompson & Alexandra Docks**
Install wayfinding to establish the Harbour's northern docks as a compelling tourist attraction and cultural destination. A linear park along the shoreline would provide [ecological enhancement](#). Adaptive re-use of historic Thompson Dock could extend the Titanic Belfast experience to support [higher tourist volumes](#) and extended length of stay.
- 7. Kickstarting the Waterfront Vision**
Launch a programme of quick wins, temporary commercial activations and environmental restoration to encourage locals to embrace and engage with the River Lagan. Areas pending future permanent activation can be exploited with meanwhile uses of Food and Beverage pop-ups, exhibits, events, and festivals which will [increase and extend visitation](#) and bring communities back to the river.

Ecological interventions such as shoreline restoration and oyster beds are expected to [protect and enhance local ecosystem services](#).

The activating of local partnership models and design talent will evidence the viability of the HUA's long-term use, [attracting developers and investment](#).



⁸ <https://www.maritimebelfast.com/destination-development/waterfront-task-group/>
D5.3 Evaluation Report (Belfast)

2.2. ACTION 2: SUSTAINABILITY AUDIT OF BUSINESSES IN THE AREA

Key metadata

Action themes	Co-creation and Community Engagement Sustainability
Action cluster	Resilient and Human Connected Places (RHCP)
Expected outcomes <i>(city level)</i>	Increased sustainability of the Maritime Mile and associated business action Increased social inclusivity and accessibility for local communities, the HUA is a place where people want to spend time
Expected impacts <i>(programme level)</i>	3: boosting heritage-relevant innovation in HUA's and cultural landscapes (environmental)



Operational results

The city of Belfast is dedicated to building resilience, inclusiveness, and carbon neutrality by 2050 and is actively taking steps to future-proof the destination. The sustainability audit was identified as a priority project in the Belfast HUB-IN Action Plan.

Following a procurement exercise, Belfast Maritime Trust and Belfast City Council secured sustainability experts EarthCheck and Triterra to deliver a comprehensive sustainability audit that aimed to engage directly with stakeholders to better understand the level of work currently undertaken, or planned, on the sustainability agenda on the Maritime Mile. The audit was shared with 37 Maritime Mile stakeholders in March, with the survey remaining open until mid-April.

Following the survey, a stakeholder engagement workshop was held on Monday, 22nd of April with 11 representatives from public, private and the not-for-profit sector. The workshop was divided into two sections. The first half focused on sharing insights from the survey, whilst the second half opened discussion on opportunities for collaborative working projects that could help progress the sustainability agenda across the Maritime Mile. In addition 4 interviews were held with key stakeholders from across the mile.

A draft report has been submitted to the HUB-IN team with a range of recommendations on how to move towards Green Accreditation.

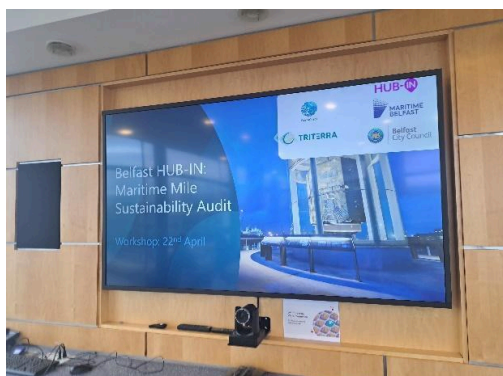
Process evaluation

97% survey response rates, excellent engagement with the organisations demonstrates that their relationships are invested in the sustainable development of the HUA. These organisations were selected by the Maritime Belfast Trust based on their previous engagement through the Maritime Mile Destination Forum. This is an asset for future medium and long-term development of the HUA, and an especially co-ordinated attempt to attain Green Accreditation status. In total 38 surveys were circulated. The breakdown of organisations involved in the audit are as follows

Academic	2	5%
Community	6	16%
Private	17	46%
Public	5	14%
Voluntary	7	19%
Total	37	100%

Further insights are underway. In advance of circulating the survey, the Maritime Belfast Trust liaised with key organisations to make them aware of the survey, workshop and have also scheduled one-to-one interviews including with the Belfast Climate Commissioner and Tourism NI.

The Sustainability Audit is near completion and a draft report has been developed. This report outlines the sustainable initiatives that are already in operation on the mile. It also outlines what green destination accreditation options are relevant to the Maritime Mile and that a steering group should be established to drive this forward. A list of early recommendations have been provided for consideration which will support the HUB in its long term ambition to make the Maritime Mile more sustainable.



Outcome: Increased sustainability of the Maritime Mile and associated business action

The survey and interviews are an early stage diagnostic of the green status of HUA organisations, specifically relating to existence of shareable sustainability policies, ESG (Environmental, Social and Governance) reports procurement policies, and aspirations towards UN Sustainable Development Goals.

As such, the insights may assist the medium-term objective of Green Accreditation

(post-programme objective). Following discussion across key areas, the collaborative projects identified included the following:

1. *Boosting leadership on sustainability issues*
Opportunities include establishing a joint, green subcommittee or working group that would be responsible for overseeing the general direction and progression of the sustainability agenda across the destination. Establish joint funding, procurement, and information and resource sharing opportunities. There was strong support for this initiative from the workshop held during this project.
2. *A coordinated approach to building sustainability credentials at the destination level*
...for the Maritime Mile, and for individual businesses, which are credible and recognised by visitors and stakeholders. Certification is the recommended route through which this can be achieved. With the Green Claims Directive coming into force, informal credentials are unlikely to meet its requirements.
3. *Establishing formal sustainability credentials for the Maritime Mile*
Joint progression towards an official sustainability certification for the Maritime Mile destination would provide a sustainability framework for the group to work towards and would ultimately deliver a recognised destination accreditation that would prove beneficial to the destination in terms of investment, visitation, and marketing opportunities. All the leading destination programmes are based on a similar set of criteria originating from the Global Sustainable Tourism Council (GSTC), and the actions identified in this section of the report will ensure that the Maritime Mile is well-positioned should it choose to move forward with certification.
4. *Investigation of the feasibility for a joint procurement programme*
...to help facilitate, manage, and maximise cost efficiencies for stakeholders across the destination. This might include opportunities to jointly procure waste management services, carbon foot printing expertise, and other key services and utilities.

Next steps

A follow-up sustainability workshop is planned for January 2025, bringing together key stakeholders from the Maritime Mile to review the Sustainability Report and next steps, and develop actions from the report's recommendations.

2.3. ACTION 3: DEVELOP AND LAUNCH A CHALLENGE FUND (OPEN CALL)

Key metadata

Action theme	Accelerating Programmes / Challenge Calls Placemaking
Action clusters	Cultural and Creative Industries New Lifestyles Resilient and Human Connected Places
Expected outcomes <i>(city level)</i>	Increased skills and business growth for the supported entrepreneurs
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 3: boosting heritage-relevant innovation in HUA's and cultural landscapes (environmental) 4: cross-sector collaboration, job opportunities and skills (economic)



Operational results

The Challenge Fund led to six projects using the Maritime Mile as a living testbed for blending historical heritage with digital technology. In April 2024, all six projects completed their co-creation and user testing activities with local communities, the general public and key stakeholders. 13 applications were made of which six were successful and awarded £20,000. Seven innovative prototypes were developed across a range of different locations on the Maritime Mile. These prototypes use the following technology:

- AI
- mixed Reality
- 3D scanning
- 3D virtual reality rooms
- WebXR
- 3D animation
- digital sculpting
- AI-driven verbal art
- photogrammetry
- NeRF scanning
- Unreal Engine 3D creation software,
- immersive augmented reality
- 3D holographic experiences

Over 250 people engaged with the projects through co-creation, user testing or engagement with the end prototype in the public realm. Each had a formal partner but there were 17 organisations involved in total. Final reports were submitted by each project as well as a final interview taking place. Each project will take part in the EHOD (European Heritage Open Day) event in September 2024.



Aura / Voyage to the Past

Augmented Reality experience highlighting the heritage of the HMS Caroline in three key aspects: Inside the HMS Caroline; Outside HMS Caroline; At Home



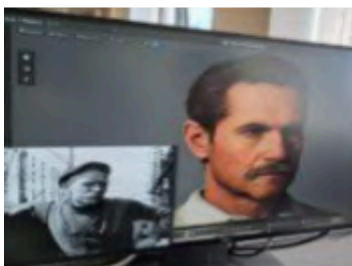
Big Telly

Live trail with mixed reality use and AI interactions. Aiming at community spirit; reframing shared memory; creating common experience; cultural preservation.



Flax & Teal

Visitors scan QR codes around the HUA and access immersive experiences and stories rooted in the area's past via their smart device.



Maritime Echoes

Game engine technology enables users to engage in live, real-time conversations with AI-powered historical characters, asking them about their life and experiences.



Memory Anchors

Interactive digital sculpture and storytelling: AI-driven verbal art, photogrammetry, sound recording and storytelling to capture memories and stories to create immersive art pieces



Ulster Touring Opera / Yardman's Trail

Augmented Reality app bringing locations to life through volumetric film - visitors can experience local residents telling their stories about the areas where many Harbour's dockworkers lived.

Figure 8: the six successful applicants to the Challenge Call

Process evaluation

The feedback to date by organisations involved is that the co-creation process has been excellent. In April 2024, all six projects went through a process of user testing and showcasing with their final reports due at the beginning of May.

Did we reach the right targets?

The Challenge Call was well suited to small organisations: five out of the six organisations had fewer than 10 employees, and three were individual practitioners. The six organisations were awarded from 12 applications. Across all, there was an even gender split of approximately half male and half female.

Organisations identified across multiple HUB-IN Clusters, i.e. having main focus in one cluster but secondary focus in others. Their main focus indicated which industries (using EU's NACE codes or UK's SIC system codes) align with which Clusters:

Cluster 1: Cultural and Creative Industries	Cluster 2: New Lifestyles	Cluster 3: Resilient and Human Connected Places
Digital and ICT: <ul style="list-style-type: none"> • SIC 62011 Ready-made interactive leisure and entertainment software development • SIC 62012 Business and domestic software development • SIC 62020 Information technology consultancy activities 	Information and communication: <ul style="list-style-type: none"> • J59 / SIC 59111, SIC 59120, SIC 59200 Motion picture, video and television programme production, sound recording and music publishing activities • J63.91 / SIC 63910 News agency activities Digital and ICT: <ul style="list-style-type: none"> • SIC 62011 Ready-made interactive leisure and entertainment software development • SIC 62012 Business and domestic software development • SIC 62020 Information technology consultancy activities), Arts, entertainment and recreation • R90 / SIC 90030 Creative, arts and entertainment activities • R91 / SIC SIC 91030 Libraries, archives, museums and other cultural activities 	Arts, entertainment and recreation: <ul style="list-style-type: none"> • R90 / SIC 90030 Creative, arts and entertainment activities • R91 / SIC SIC 91030 Libraries, archives, museums and other cultural activities)

Table 1: entrepreneur's identified industry codes and main Cluster focus during the Challenge Fund

Did we provide the right quality of engagement?

*"We appreciated attendance from members of the [Hub] team at our co-creation and testing events as well as personal check-ins. **This is something we have not experienced in several other funds and accelerators** we have been a part of. At no stage were we left feeling forgotten."*

Participating entrepreneur

Did the entrepreneurs generate engagement?

The projects developed through the challenge funds have been co-creation with local communities and stakeholders. The local community and stakeholder participants were all invited to the showcasing events on the Mile. This was also opened up to the general public to ensure more people to enjoy the mile while interacting with the different HUB-IN innovation prototypes

Some (non-exhaustive) examples from individual entrepreneurs indicate broad and cross-sectoral reach :



Nearly 6,000 LinkedIn impressions, from Belfast to Vancouver.

Cross-sectoral interest from education to game development, animation and visual effects; from Lecturers and Software Engineers to Creative Directors, VFX Supervisors, and Technical Artists.

>100 individuals in co-creation events: students, locals, tourists, education professionals, all ages.

>30 pre-launch app users from word-of-mouth organic growth alone, before any marketing push.

About 5 - 20 users a day so far on one web app.

*"Co-creating with Sailortown's community, local businesses and artists was pivotal, because it is about the people, about the intersection of personal histories and experiences with the larger history of society. The incorporation of technology and **digital heritage** played a pivotal role in our conversation about the future and explored how these digital tools can not only preserve the existing heritage but also contribute to its growth."*

Participating entrepreneur

*"The project excelled in involving the community. These interactions helped build a **strong connection** - feedback from questionnaires distributed at these events was **overwhelmingly positive**, with participants praising both the innovative technology and their enriched understanding of the Maritime Mile and its **cultural significance**."*

Participating entrepreneur

*"I engaged with **more than 100 individuals** during various open days and co-creation events, encompassing students, locals, tourists, and education professionals, highlighting the project's broad appeal. Partnerships not only enhanced the project's outreach but also ensured that the content was **culturally accurate** and authentically represented the local heritage. The prototype proved to be a **powerful educational tool**, as seen at the Belfast Met showcase days. It provided a novel way for users to interact with history, which proved **especially appealing to younger audiences**, thereby supporting more effective learning."*

Participating entrepreneur

AS PART OF 'MEMORY ANCHORS' LED BY VISUAL ARTISTS KATYA SOLOMATINA AND ELAINE MCGINN

WORKSHOPS FOR KIDS IN CREATING DIGITAL ART

EVERY THURSDAY AT ST JOSEPH'S CHURCH - SAILORTOWN 4PM TO 5PM
FIRST SESSION IS ON THE 25TH OF JANUARY

EVERY SESSION WILL HAVE A 10 MINS PLAY TIME, 15 MINS TO LEARN A NEW SKILL AND 10 MINS TO WIND DOWN.

- Come and play games with us
- Create a clay sculpture and 3D scan your art
- Learn how to record sound effects for your immersive art
- Describe or draw your idea and turn it into art using AI

WRAP UP SUPER WARM!

Belfast City Council HUB-IN Belfast MARITIME BELFAST

Belfast City Council HUB-IN Belfast MARITIME BELFAST

New free course for teenagers and young adults

Design

3D installation using AI, 3D scanning, and 3D sculpting

- DRAW IN VR
- USE LUMA AI TO SCAN
- WORK WITH TEXT OR IMAGE TURNING IT INTO SCULPTURE WITH AI
- VISUALISE OBJECTS WHICH COULD BE DESCRIBED AS MEMORY ANCHORS

EVERY WEDNESDAY 6-8PM
sailortownoffice@gmail.com
*Sailortown Community Office
45 minute session will be followed by the screening of an episode from teenage TV series and popcorn

As part of 'Memory Anchors' led by visual artist Katya Solomatina

Belfast City Council MARITIME BELFAST HUB-IN Belfast

MEMORY ANCHORS, CREATING CATALOGUE OF SPECIAL OBJECTS

afternoon classes for seniors

every Thursday 12pm - 2 pm
at Sailortown Community Office

- draw and sculpt a special item, which brings back memories
- bring an object from the house and 3D scan it!
- tell us about it and record it's story
- think of something once had or lost in history and visualize it through Artificial Intelligence

workshops are guided by the visual artist Katya Solomatina and Sailortown Community Leaders

Belfast City Council HUB-IN Belfast MARITIME BELFAST

CALLING ALL BDES (HONS) ANIMATION STUDENTS AT ULSTER UNIVERSITY'S SCHOOL OF ART TO VOLUNTEER FOR THE 3D OBJECT SCANNING DEMO AS PART OF A COMMUNITY 3D ART PROJECT MEMORY ANCHORS!

END OF JANUARY / BEGINNING OF FEBRUARY!

SCAN ART

GET IN TOUCH: K.SOLOMATINA@GMAIL.COM H.MELKI@ULSTER.AC.UK

Overall, the innovators engaged over 600 users including from local communities referenced above, and collected over 37 local and “hidden” stories related to the Maritime Mile’s unique local cultural heritage:

	Aura	Big Telly	Flax&Teal	Maritime Echoes	Memory Anchors	Ulster Touring Opera	Total
Number of users	31	31	369	134	40	17	622
Number of stories collected	3	9	6	5	11	3	37

Table 2: numbers of users and stories collected

There was a high proportion of females involved in the Challenge Fund projects (user testing groups etc) at 68%, higher than the Northern Ireland demographics (50.8%, source: 2022 NISRA). This result does not fully reflect the gender of those that were involved in the projects as people under the age of 18 were not surveyed.

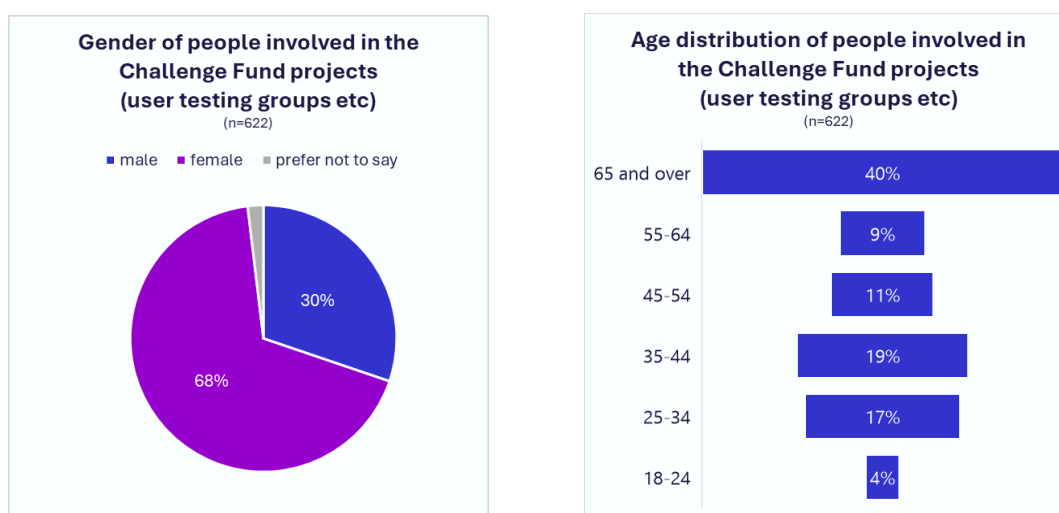


Figure 9: gender and age of participants in the Challenge Fund projects

There is also a high proportion of older people involved in the Challenge Funds (40%) which is higher than the Northern Ireland population of over 65 (34%, NISRA 2021 Census data). This does not fully reflect the age dynamics of people involved as the city team did not have permission to undertake a survey with children and young people below the age of 18. The parents did not give consent as they did not attend the sessions.

Outcome: Increased attractiveness as a place for entrepreneurs to locate and invest

Knowledge

The six supported entrepreneurs reported growth in key skills such as innovating with heritage and the environment, business models and prototyping.

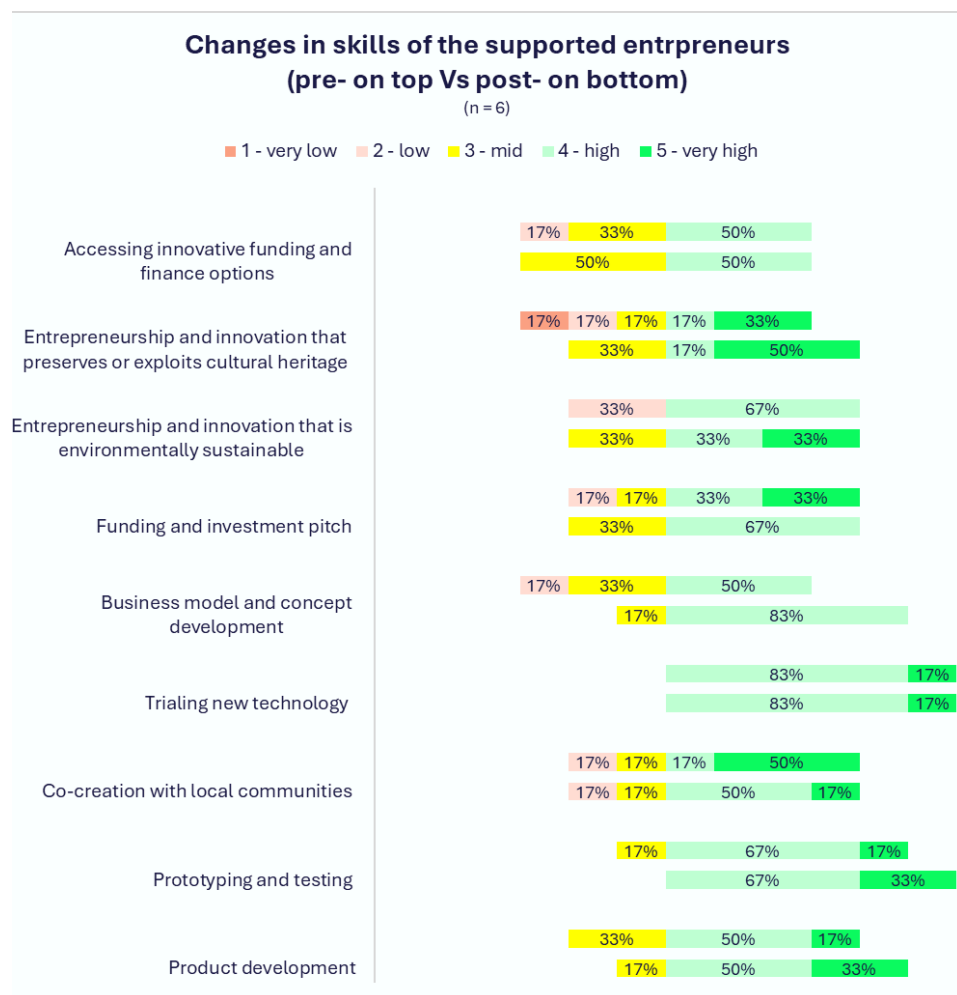


Figure 10: changes in skills of the supported entrepreneurs (pre- and post- self-reflection)

Unlocking the Maritime Mile as a testbed is how this Action intends to make the HUA more attractive to entrepreneurs. Thus, crucial to increasing its attractiveness is its ability to help entrepreneurs develop skills in prototyping heritage-based innovation, and maturing their business.

Overall, the changes in the entrepreneurs skills are positive, based on pre- and post- Action surveys to the 6 participating entrepreneurs / organisations whereby they evaluated specific skills on a scale of 1-5 (1= very low; 5 = very high). The biggest gains were seen in skills related to:

- *Entrepreneurship and innovation that preserves or exploits cultural heritage*: prior to the support, two entrepreneurs rated their skills either Low or Very Low. After support, no entrepreneurs scored this way: all had moved to Mid, High or Very High. See Appendix 4.3 “Case Studies” for the roles that culture played in the innovations.
- *Business model and concept development*: likewise some doubts on their skills prior to support, but following the coaching three of them increased their scores until four out of six score High.
- *Entrepreneurship and innovation that is environmentally sustainable*: the majority (4 out of 6) entrepreneurs increased their skills in this area, which links well to the environmental focus of Action 1 “Waterfront Promenade Framework”.

*“My abilities in **product development and trailing new technology were particularly strengthened**, reaching a very high level as I effectively used cutting-edge tools. My engagement in co-creation with local communities and prototyping and testing were also high.”*

*“From all this, my experience has not only broadened my skill set but also **prepared me well for future projects**”.*

Participating entrepreneurs

Other skills saw mixed results or limited growth, suggesting that entrepreneurs may need further support in or opportunity in developing them, or tweaks in future approaches. These include:

- *skills around funding and financing*
There was mixed change in how entrepreneurs rated their *ability* to capitalise on innovative funding and financing options, as well as making funding and investment pitches. However, some of the entrepreneurs have gone on to attract funding, and they view their experience on HUB-IN as partially contributing to this success. See details below.
- *“Co-creation with local communities”*
Perhaps relatedly, one organisation did rate its perception of their brand’s visibility on the Maritime Mile as Low.

*“Skills in areas such as business model and concept development, customer discovery, and funding and **investment pitches remained at an average level**, demonstrating consistent competence while indicating potential for further growth.”*

Participating entrepreneur

Outcome: Increased attractiveness as a place for entrepreneurs to locate and invest Support organisations

All entrepreneurs benefited with improved access to partnerships and networking that lead to knowledge exchange or further partnership opportunities. Most reported benefits with *access to funds* (access, in distinction to skills in funding and investment pitching in Figure 10 above) The only expected benefits that did not materialise by the end of the Action were increasing access to staff talent and formal training. Based on the scores, only half gained new ways of working so if that is a focus for future replications or scaling of the action, it could be an area to investigate.



Figure 11: number of entrepreneurs reporting specific benefits

Outcome: Increased attractiveness as a place for entrepreneurs to locate and invest

Interim Valorisation of Heritage as an Asset (Indicative)

Four of the six entrepreneurs attracted funding due to participating and showcasing in the Challenge Fund, modelled below (it is still early stages as the current assessment period is in months rather than years). Heritage is occasionally viewed as a liability from a funding viewpoint: something in which intrinsic value is recognised but can not be unlocked easily, or at least not without significant expenditure by municipalities. These interim findings from the Challenge Fund are not intended to give certainty on exact figures, but rather to simply to explore indicatively whether local heritage *has potential* as a revenue-driving asset. The benefits model on the following pages is structured using common elements in economic impact assessments - a brief overview is given here as context (see document D5.1 "Common Impact Assessment Framework" for more):

ENTREPRENEURIAL RESULTS (INTERIM)

SME RESULTS >

The supported innovators track and report changes to key metrics related to business growth (e.g. turnover, investment and funding) during and directly related to the intervention.

N.B. benefits can be subject to incubation periods - e.g. growing a customer base, building revenue channels, winning funding applications etc can take months and more. Ideally these could be tracked for at least a year and then annually. In HUB-IN timelines the periods are less than one year, so the findings are interim evaluations of early results, indicative only.

Application to the Action

SMEs reported £60,000 gained in funding that was "fully" attributable to the support, and £150,000 "partially" attributable (i.e. the support increased the likelihood or amount).

ADJUSTMENT FACTORS >

Reported benefits next need adjusted to account for whether benefits spill out of the intended target area or beneficiaries ("leakage"); compensate a loss elsewhere within a firm ("substitution"); compensate a loss elsewhere within the target area ("displacement"); or would likely have happened anyway from other support programmes or trends affecting the same beneficiaries ("deadweight"). They may also need to be normalised in terms of tax, such as figures including or excluding VAT to enable comparison. For fuller definitions see D5.1, only a summary is given here.

Surveys and Hub liaison with the innovating SMEs provided intel on appropriate adjustment factors. The Hub's selection process can minimise leakage and substitution by its design.

POTENTIAL FUTURE ECONOMIC IMPACT

EXTRAPOLATIONS >

Benefits are then extended to account for the likelihood of continuing for a period after the support ends ("persistence"). For example, skills gained in training may be retained after the training ends. Although benefits from any given intervention continue, they are expected to diminish over time ("decay"). Future benefits are discounted ("social rate of time preference") to reflect their lower present value. Comparisons of adjusted benefits to the municipality's costs can be made ("ratio to budget"). N.B. not all costs and benefits are in scope, the figure is indicative and interim only.

A conservative assumption is made that the Action's benefits may persist at the lower end of literature review ranges (3 years). Post-HUB-IN monitoring may reveal the actual persistence.

MULTIPLIERS >

Increased turnover for a firm means output is increased, and part of that increase requires purchasing additional inputs from their supply chain ("indirect effect"). It also requires staff who will spend part of their salaries in the wider economy ("induced effect"). Thus, increases in turnover flow through the wider economy beyond the original increase. National statistics agencies provide sector-specific "multipliers" to model these indirect and induced effects.

The revised benefits can be compared to the municipality's costs in a "ratio to budget".

Northern Ireland Statistics and Research Agency provides multipliers for the creative sector - for a £1 increase in output, the effect is £0.53 in supply chains, and £0.79 in the wider economy.

GROSS VALUE ADDED

Total output is a key metric for firms as the turnover generated can support jobs. However, it does not measure value created, as part of the turnover goes to purchasing from supply chains rather than new value-adding activity. Instead, "Gross Value Added" (GVA) is a measure that takes the final value of goods and services produced but subtracts the intermediate cost of inputs used in their production. This helps to understand the value created.

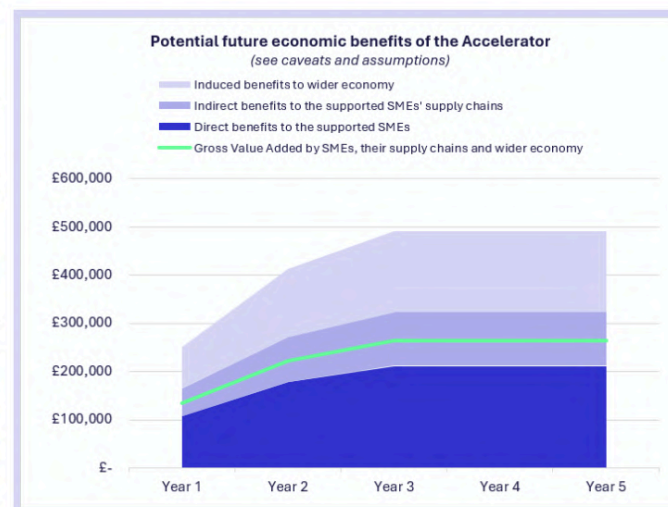
The revised benefits can be compared to the municipality's costs in a "ratio to budget".

Northern Ireland Statistics and Research Agency provides tables modelling the outputs and intermediate consumption in the national economy, with a GVA-to-turnover ratio of 0.54.

Based on early results, £1 of municipal cost may unlock £1.5 of benefits to the SMEs and £3.4 to the economy beyond the HUA - N.B. important caveats and limitations apply. The model is shown below. If benefits persist for 3 years per literature reviews (assumptions and sources below), then the SMEs may be expected to attract approximately £212,000 due to the support, after adjusting for displacement effects etc (see row P below). This could generate a further £112,000 for supply chains and £168,000 for the wider economy outside the HUA (rows T and U). These are presented in turnover terms as this is relevant to supporting jobs. As with any industry, the actual new *value added* to the whole economy is a smaller proportion: the Gross Value Added stimulated may be approx. £265,000 (about £1.8 for every £1 of municipal spend) (rows Y and Z).

Entrepreneurial results (interim)

Benefit type	Source / calculation	Fully due to the support received by the Challenge Fund	Partially due to the support received by the Challenge Fund	Total
BUDGET				
A Budget for the Action from the Municipality only (incl VAT)	Hub team			£ 144,000
B Budget for the Action from the Municipality only (incl VAT)	A			£ 144,000
SME RESULTS				
C revenues	SME surveys	£ -	£ -	£ -
D investment	SME surveys	£ -	£ -	£ -
E funding	SME surveys	£ 60,000	£ 150,000	£ 210,000
F Direct benefits to the supported SMEs (interim)	C+D+E	£ 60,000	£ 150,000	£ 210,000
SME RESULTS ADJUSTED				
G leakage	Application criteria	0.0%	0.0%	NA
H substitution	Application criteria	0.0%	0.0%	NA
I displacement	SME surveys	37.5%	37.5%	NA
J deadweight	SME surveys	8.3%	50.0%	NA
K Direct benefits to the supported SMEs (interim) (adjusted)	F*(1-G)*(1-H)*(1-I)*(1-J)	£ 34,375	£ 46,875	£ 81,250



Potential future economic impact

SME RESULTS ADJUSTED AND EXTRAPOLATED					Year 1	Year 2	Year 3	Year 4	Year 5	Total
L extrapolate period to 1 year	Assessment period (9 months)	1.3	1.3							
M persistence	Literature review	3 years	3 years		100.00%	100.00%	100.00%	0.00%	0.00%	NA
N decay	Literature review	linear	linear		100.00%	66.67%	33.33%	0.00%	0.00%	NA
O social rate of time preference	HMT Green Book	3.5%	3.5%		100.00%	96.62%	93.35%	90.19%	87.14%	NA
P Direct benefits to the supported SMEs	K*L*M*N*O				£ 108,333	£ 69,780	£ 33,710	£ -	£ -	£ 211,823
Q Valourisation-to-budget ratio*	P/B									1.5
SME RESULTS ADJUSTED, EXTRAPOLATED AND MULTIPLIED TO WIDER ECONOMY										
R indirect effect	NISRA	0.53	0.53							
S induced effect	NISRA	0.79	0.79							
T Indirect benefits to the supported SMEs' supply chains	P*R				£ 57,446	£ 37,002	£ 17,875	£ -	£ -	£ 112,323
U Induced benefits to wider economy	P*S				£ 85,806	£ 55,270	£ 26,700	£ -	£ -	£ 167,776
V Direct, indirect and induced benefits	P+T+U									£ 491,923
W Valourisation-to-budget ratio*	V/B									3.4
SME RESULTS ADJUSTED, EXTRAPOLATED, MULTIPLIED TO WIDER ECONOMY AND CONVERTED TO GVA										
X Ratio of Gross Value Added to turnover	NISRA	0.54	0.54							
Y Gross Value Added by SMEs, their supply chains and wider economy	V*X									£ 264,848
Z Valourisation-to-budget ratio*	Y/B									1.8

Table 3: entrepreneurial results and potential future economic impacts. Prices are £2023/24. N.B. interim and indicative only - see caveats and assumptions.

Other scenarios are possible, as the accuracy of potential impacts may vary as data and assumptions are refined over time - for example if the benefits extends to 5 years, as with some interventions (see assumptions and sources below), then there may be approximately £311,000 of direct benefits to the supported SMEs and £722,000 when including supply chains and the wider economy (see chart “mid” below). If the benefits then also only decay at 10% per year, as per some literature, then the SMEs may have over £408,000 in direct benefits (see chart “higher” below). Importantly, the nature of the support affects how much can be attributed to it - the SMEs should be able to develop profitable heritage-based innovations but not at the expense of being *less* profitable in other areas of their operations (substitution) or duplicating other support programmes (deadweight), otherwise the SMEs’ benefits may be lower than what the municipality spends on the intervention (see chart “low” below).

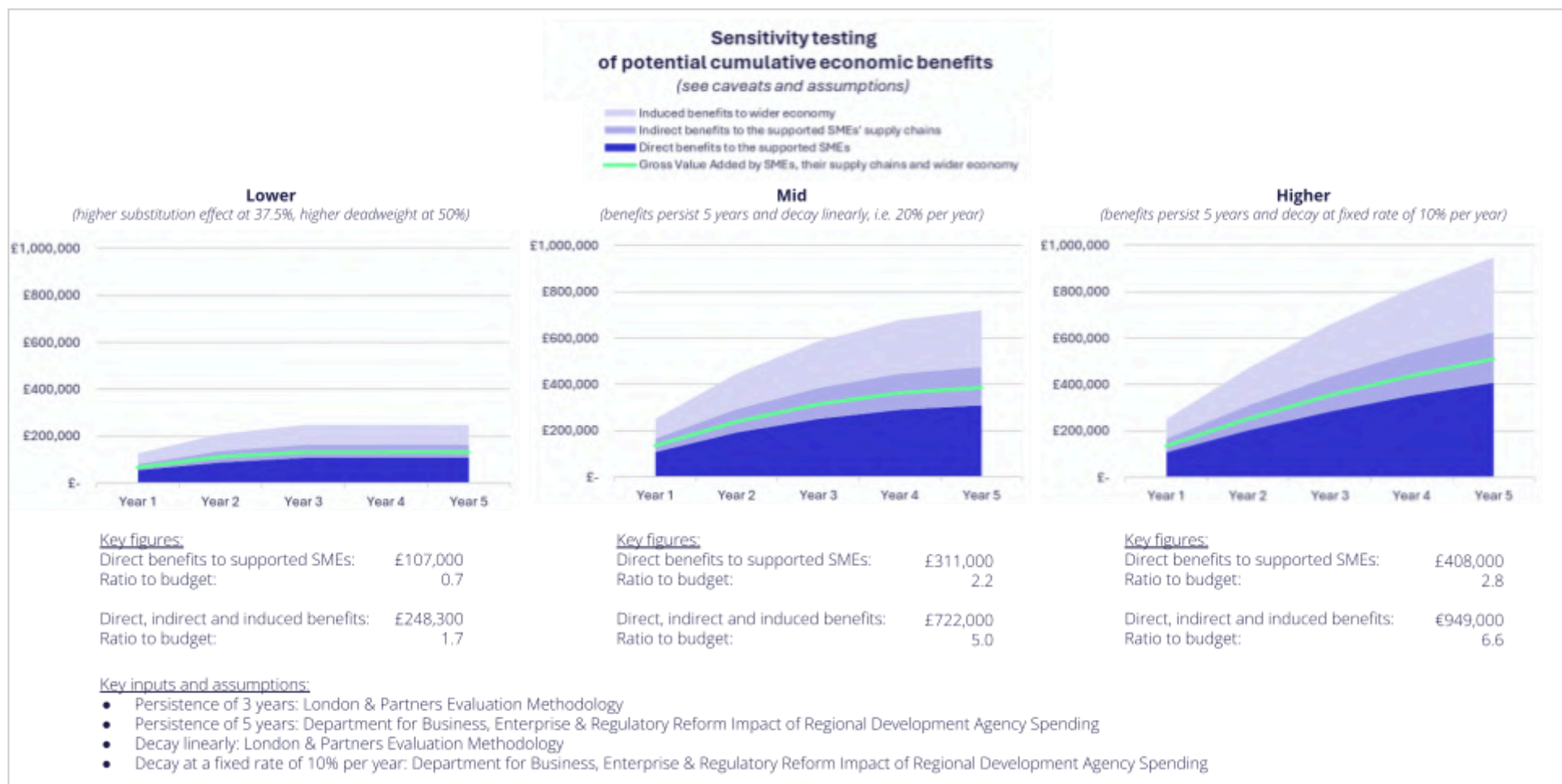


Figure 12: sensitivity testing of potential cumulative economic benefits (approximate rounded figures only, see caveats and assumptions)

Assumptions are noted here, and ones with low data confidence (e.g. because it is too early for medium-term results etc) are considered in the sensitivity tests above.

Assumptions on adjustment factors	Data confidence
Leakage: expected minimal due to the intervention design, because the Action has a dedicated approval process to select only CCI entrepreneurs in the HUA and a training offering precisely focussed on embedding heritage into products and services.	High
Substitution: expected minimal because the training should foster skills in heritage-based innovation, and not at the expense of becoming less skilled in other business processes. The “lower” sensitivity test considers the results if there is “some” substitution (in the London & Partners evaluation methodology referenced in the D5.1 Common Impact Assessment Framework, options range from “None at all” to “All”, with corresponding values of 0%, 12.5%, 37.5%, 62.5%, 85.5%, 100%).	Low
Displacement: considering whether SME success would simply displace revenues from competitors, most SMEs were unsure of whether they had or would have competitors, but the median survey response for those who did estimate was “some” (in the appendix evaluation methodology this is a reduction of 37.5%).	Med
Deadweight: surveys asked the SMEs if they could have received the same support in the same time frame with a different provider; or simply at a later date; or simply of a lower quality; or not at all from any other provider. In the evaluation methodology followed, each response is assigned a percentage value from 0% to 100% deadweight. The weighted average of responses is 8.3% - this value is used for benefits “fully” attributable to HUB-IN. Benefits “partially” attributable to HUB-IN by their nature have at least some other causes at play, and so are given a value of 50%. The “lower” sensitivity test considers the results if benefits that the SMEs take as “fully” due to HUB-IN were in fact partially due to other causes as well, and given a value of 50% per the evaluation methodology referenced.	Med
Assumptions on extrapolations	Data confidence
Persistence: assumption that the longevity of improved benefits from skills, networks, knowledge, attractiveness to funders and financiers etc is at least as comparable to the longevity of job creation from other interventions. We use the same proxy (3 years) as London & Partners do in their city incubator evaluations, which already takes the lower end of an estimated 3-5 year range. ⁹ ¹⁰ Longer persistence (5 years) is considered in the “mid” and “high” sensitivity tests.	Low
Decay: assumption that decay of skills, networks, knowledge, attractiveness to funders and financiers etc is at least as comparable to the decay of job creation from other interventions. We use the same conservative proxy (linear) as London & Partners do in their city incubator evaluations. Slower decay rates (10% each year) are considered in the “high” sensitivity test.	Low
Social rate of time preference: national governmental bodies often set the standard rates for discounting to be used when considering future benefits and costs. In the UK, HM Treasury gives guidance to use a general discount rate of 3.5%, composed of annual per capita growth of consumption, elasticity of marginal utility of consumption, and pure time preference and risk.	High
Multipliers are derived from Northern Ireland Statistics and Research Agency’s (NISRA) “input-output” tables ¹¹ and the “Creative, arts and entertainment services and libraries, archives, museums and other cultural activities” sector chosen as the most relevant sector to the SMEs and HUB-IN’s focus.	High
Other assumptions	Data confidence
Based on consultation with economists, VAT is included in the economic benefits and the intervention’s budget, so that a like-for-like comparison can be made (i.e. both are treated equally in terms of the influence of tax). The purpose is to enable a comparison of market values of where that budget could be spent. SME gains in investment and funding are treated as equivalent to revenues for the purposes of impact assessment on the assumptions that these are a proxy for future market demand (revenues) and that they are treated as working capital by the SMEs (i.e. spent in supply chains and staff wages, and thus also subject to cross-sector multipliers etc). Successfully attracting funds and investment is also perhaps part of an important “flywheel effect” - entrepreneurs can use their outputs as a further evidence-base to attract further economic resources.	Med

Table 4: assumptions used to assess the potential future economic impacts

⁹ https://files.londonandpartners.com/l-and-p/assets/evaluation_methodology_2021.pdf

¹⁰ <https://webarchive.nationalarchives.gov.uk/ukgwa/20090609050004/http://www.berr.gov.uk/files/file50735.pdf>

¹¹ <https://www.nisra.gov.uk/publications/ni-economic-accounts-project-2018-and-2019-experimental-results>

Some limitations apply due to the interim stage and data availability - the figures above are indicative only and to be interpreted with caveats. The purpose of this model is not a finalised investment-level business case, but an interim and early exploration to understand if there is local potential for “heritage as a revenue-driving asset”. Annual data collections and modelling can be taken further by pilot or follow city Hub teams in future if they have appetite, budget and capacity. Limitations include:

- *remote monitoring of the entrepreneurs*
Hub teams collect data to inform the adjustment factors (from surveys and focus groups etc). The remote nature of monitoring may make it difficult to verify data, as there are many “links in the chain” of data collection (from Work Packages to city teams to Open Call organisers to applicant organisations to staff respondents, etc). An annual assessment of SME revenues was not feasible due to timelines being less than one year, and any auditing by third parties is not feasible for this scale of intervention or monitoring scope. Thus, monitoring relies on self-reported data from the SMEs. Although this can be subject to errors in perception, it is at an appropriate level to understand the overall benefits potential and direction of travel.
- *non-exhaustive figures:*
The figures in Table 3 above are based on available data to date, yet there may be other benefits and costs not available in that data set. E.g. additional social value of the heritage-products fostering a deeper sense of place and connection, or contributing to the future frequency of visits to the HUA, etc. And additional costs from other actors outside of the municipality who may donate time, equipment or services due to flywheel effects unlocking wider contributions. If future cities have the appetite, budget and access to researchers, they could measure these in future replications of the Actions.
- *timelines less than 12 months*
Benefits can be subject to incubation periods - e.g. growing a customer base, building revenue channels, winning funding applications etc can take months and more. The period of HUN-IN support assessed is less than 12 months. This is not long enough for annual or multi-year pre- and post- comparisons of business accounts to reveal medium-term changes in turnover, exports, jobs etc. As the surveys found, the value of the HUB-IN support lies in establishing the business foundations that enable and support future growth. Ideally these could be tracked for at least a year and then annually, and the Hub has tools to monitor growth annually post- programme in the future.
- *(benefits) ratio to budget*
Given the limitations above, standard phrases such as “Benefits Cost Ratio” or “Return on Investment” are avoided because these have a specific usage. At this early stage of evaluation, it is not meaningful to reduce all analysis to one number - this would give excessive dependance on such value numbers which need to be contextualised in the commentary above. A “ratio to budget” is provided, to indicate the scale of interim benefits to municipal costs only, to reflect the interests of Follower Cities’ municipal teams exploring the potential to catalyse creative hubs and “flywheel effects” that attract wider resources into the area.

Key external inputs include:

- Persistence of 3 years: London & Partners, Evaluation Methodology (used for SME support programmes to account for adjustment factors as referenced in D5.1)¹²
- Persistence of 5 years: Department for Business, Enterprise & Regulatory Reform Impact of Regional Development Agency Spending¹³
- Decay linearly: London & Partners, Evaluation Methodology¹⁴
- Decay at 10% per year: Department for Business, Enterprise & Regulatory Reform, Impact of Regional Development Agency Spending¹⁵
- Social Rate of Time Preference: HM Treasury, The Green Book (2022)¹⁶
- Multipliers: NISRA, NI Economic Accounts Project¹⁷

¹² https://files.londonandpartners.com/l-and-p/assets/evaluation_methodology_2021.pdf

¹³ <https://webarchive.nationalarchives.gov.uk/ukgwa/20090609050004/http://www.berr.gov.uk/files/file50735.pdf>

¹⁴ https://files.londonandpartners.com/l-and-p/assets/evaluation_methodology_2021.pdf

¹⁵ <https://webarchive.nationalarchives.gov.uk/ukgwa/20090609050004/http://www.berr.gov.uk/files/file50735.pdf>

¹⁶ <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government/the-green-book-2020>

¹⁷ <https://www.nisra.gov.uk/publications/ni-economic-accounts-project-2018-and-2019-experimental-results>

Outcome: Increased attractiveness as a place for entrepreneurs to locate and invest
Access to finance

After nine months, the Challenge Call has leveraged heritage as an asset to £210,000 (£60,000 of turnover / investment / funding that is fully attributable to the Hub's support and £150,000 partially attributable based on surveys and consultations with the entrepreneurs). Four of the six of the entrepreneurs have successfully applied to additional funds due to the HUB-IN support. Two additional full time roles will be supported by the entrepreneur's growth that are partially attributable to the Hub's support.

"[The investment we've pitched for] is 70% more likely to happen due to HUB-IN and Maritime Mile support."

Participating entrepreneur

"The success of our application was down to many factors, however our success with securing HUB-IN funding reduced the risk of Innovate UK awarding the £50,000 grant."

Participating entrepreneur

The support in helping entrepreneurs to access finance was the most highly scored benefit by entrepreneurs in the pre- and post- surveys. Each entrepreneur was invited to rank and score the benefits with multiple votes - whilst all scored highly (i.e. all attracted votes), it was the support in skills, networks and evidence-bases related to accessing funds and finance that topped the list.

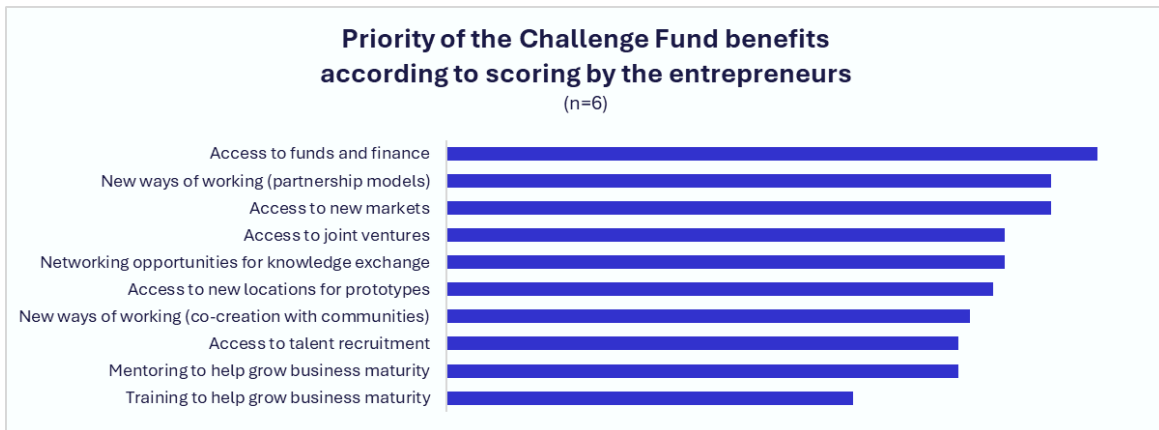


Figure 13: priority of the Challenge Fund benefits according to scoring by the entrepreneurs

Outcome: Increased attractiveness as a place for entrepreneurs to locate and invest
Physical and digital infrastructure

Overall, the entrepreneurs hold positive attitudes that the HUA is an attractive place for entrepreneurs, and that in general it has levels of footfall for testing / generating revenue. This aligns with the Hub team's intentions to grow the Maritime Mile as a place for entrepreneurs to consider as a viable location for operations (see for example how this aligns with the medium-term aims of Action 1 "Waterfront Promenade Framework"). Some seem to have reduced their views that the Maritime Mile is a good space to test prototypes and partner with other organisations, and that heritage has "untapped opportunities" for future business development. Contributing to these scores are challenges that one or two projects found it difficult to get access to locations immediately - there was some work involved to secure permissions even with the HUB-IN team support. One in particular had numerous locations selected but due to flooding barrier work couldn't access some of them and had to mobilise for new locations and new stakeholders at last minute. Consultation also revealed that some of the excessively high scores (for example "Local heritage has untapped opportunities for business development" may be due to excitement in the pre- survey, that was then given a more reflective answer after the entrepreneurs had learned challenges involved in prototyping in reality. Whilst the entrepreneurs had differing experiences, in none of the key attitudes do any entrepreneurs disagree with or strongly disagree with the attitude in the post phase.



Figure 14: changes in attitudes before and after trialling technology in the HUA, per Hub reports

Outcome: Increased attractiveness as a place for entrepreneurs to locate and invest Marketplace / Demand

Examples from the entrepreneurs indicate growing interest in partnerships and exploitation.

Some (non-exhaustive) examples include:

Local tourism operators, such as HMS Caroline, keen to learn about incorporating the prototype into their offerings.

Community groups such as St. Joseph's and the Mary-Ann McCracken Foundation have indicated interest in exploring the project further.

National Museum of the Royal Navy's Curatorial and Conservation team can use the photographic and 3D model data generated from one of the projects, democratising access of these artefacts to the public. The 3D scanned artefacts are being used to identify points of conservation needed on certain items, alongside now being a part of their digital archive library.

Titanic Hotel are now hosting one of the apps, in discussions for ways that they can use the technology to further enhance the heritage offering for the building.

Public sector entities like Belfast City Council and the Maritime Belfast Trust were identified as highlights by entrepreneurs, citing their expertise and resources as invaluable in providing access to community events and local networks. These partnerships not only enhanced the project's outreach but also ensured that the content was culturally accurate and authentically represented the local heritage.



*"Our work on 'Voyage AR: HMS Caroline' has **led directly to further client contracts**, due to the technological **innovation that we are able to showcase** and demonstrate with this AR mobile application prototype. Furthermore, our discussions with our community partner have also identified **organic interest marketing** and business inquiries that they have received from the creative and marketing industries as a result of our prototype development, and by extension, the HUB-IN Challenge Fund."*

*"By considering open-source technologies, we laid the groundwork for the project's **sustainability beyond the initial funding period**, ensuring its continued availability and impact."*

*"The successful engagement indicates a **clear demand** for this type of interactive experience."*

*"Participation in showcasing events supported by the HUB-IN Team allowed the project to be demonstrated to a broader audience, including **potential partners, investors**, and the general public. These events helped in gathering feedback, **generating interest**, and validating the project's concept and impact."*

Participating entrepreneurs

Outcome: Increased attractiveness as a place for entrepreneurs to locate and invest Entrepreneurial culture

Are the entrepreneurs themselves planning to replicate, scale or further exploit the prototypes?

"It's **definitely an option for us**. If we can secure the right funding to take the project from prototype stage into MVP and integrate the learning from the current project we can foresee this model being applicable in several other areas. Aspects alone such as the web XR experiences to direct foot traffic, photo scanning and digitally preserving heritage and the XR app development learnings are things that **can be utilised with different partners** on their projects."

"**Yes**. As a result of not being able to test the AI Salmon of Knowledge with the public as part of our launch event, we worked alongside our digital artist to reformat the asset and we were able to bring it to a wider audience as part of our most recent production, *The Worst Cafe in Belfast*. Audiences were able to order *The Salmon of Knowledge* from a menu. They scanned a QR code and using AR technology were able to place the Salmon in the room using the camera on their phones and converse with the AI Salmon. **We plan to continue to use this asset/technology** on future projects."

"We have applied to the Augment the City fund with the **intention of scaling this product up to a city wide scope**. This will give us more opportunities to bring heritage and local stories to life through immersive technology."

"There is also **potential for commercialising** the prototype by **partnering** with educational institutions, museums, and tourist attractions that wish to offer innovative ways to experience cultural heritage."

"Yes. We are **planning to create the project on a much larger scale** with more experimental features and a slightly changed user experience approach in order to include other areas of Belfast at first and then other towns."

"After the project concludes, we are considering **seeking additional funding to further develop** the idea. For instance, we may explore opportunities such as the Augment the City Challenge to expand upon our work and enhance the project's impact."

Participating entrepreneurs

Outcome: Increased attractiveness as a place for entrepreneurs to locate and invest Urban Culture

In September 2024 the Belfast HUB-IN team launched the Maritime Mile Heritage Lab. The Maritime Mile Heritage Lab offers visitors the opportunity to explore the Maritime Mile using tech and innovation, enjoying immersive digital heritage experiences to learn more about the history and the area's local characters and artefacts.

The Maritime Mile Heritage Lab was launched as part of the European Heritage Open Day where visitors experienced a variety of pilot innovation projects funded by the HUB-IN Challenge Fund, ranging from interactive 3D and Virtual Reality rooms, to trails, immersive experiences and augmented reality, the projects will all be bringing historical facts, artefacts and historic figures to life.



Outcome: Increased attractiveness as a place for entrepreneurs to locate and invest Contribution of HUB-IN to entrepreneurial results

All entrepreneurs but one considered the support from HUB-IN unobtainable elsewhere. Feedback is unequivocal that their innovations in digital heritage could not exist to the same standard without the Belfast Hub's support - heritage is now considered as a new vertical, and an asset to unlock new markets.

"Without the support of the Challenge Fund, the project wouldn't exist."

*"Without the Challenge Fund support, "Maritime Echoes" would have faced significant constraints. The **scope and scale of the prototype might have been reduced** or not been possible at all."*

*"[Without the Challenge Fund's support], we would not have had access to the tourism and heritage market, as our initial market is arts and entertainment. This has opened up a **new and exciting commercial avenue** for our company."*

*"Without the Challenge Fund's support, we **would not have considered heritage** as a potential vertical for the company. This is something we are now factoring into business development and we have been speaking to other museum organisations as a result."*

*"This was an ambitious idea and required the funding that we got. We probably would have waited about a year to be able to apply for any similar amount from other organisations. We wouldn't have had the **advantage of collaborating with the local community** which became the heart of the creative process. So thank you very very much!"*

*"We have made **many new connections** through this fund and can see the potential to continue these relationships (and make new ones) with our future work. The openness and willingness of organisations to give of their time and share their heritage has been an incentive to consider the **opportunity to place future work in this area.**"*

Participating entrepreneurs

Next steps

Despite the success, entrepreneurs faced some obstacles in heritage-driven innovation the future Challenge Funds may seek to provide support on:

- *Digital accessibility*
while the prototype generally received positive feedback, engaging certain user groups, especially older demographics less familiar with digital interfaces, proved more challenging than expected to some entrepreneurs. This highlighted a need for a more tailored approach to user experience design to ensure inclusivity.
- *Time allocated for research*
the depth and breadth of historical and technological research required were initially underestimated, leading to some constraints in thoroughly exploring some areas.
- *Generating interest amidst hard-to-reach and time-strapped communities*
despite one entrepreneur's partners at EastSide Partnership having a wide network of community members, finding the right way to advertise and entice local community members to give up time to attend a co-creation session proved difficult, and therefore meant that turn-out was lower than hoped.
- *Fragmented land-use protocols amongst landowners*
negotiating permissions for the physical locations in the treasure hunt was challenging. Each location had its own protocol and timeline to provide consent for the experience. This adds delays and stress to the entrepreneur. Occasionally decisions were approved last minute, leaving little time to change / adapt plans.

*"The various agencies who own/are responsible for different pieces of land along Maritime Mile were extremely difficult to navigate. Due to the **challenges of redesigning the project** and the subsequent managing of people/locations, there was a considerable amount of additional project management time needed in order to deliver the project."*

Participating entrepreneur

Belfast City Council also regularly takes polls via social media regarding the Maritime Mile, and several polls were adapted to incorporate questions relevant to HUB-IN. It is important to note the strong caveat that these are different to a formal "matched pairs" survey that would be designed to provide representative or probability-based sampling and be statistically significant for the city population, and also that the number of respondents in "before" and "after" surveys is very different (e.g. 362 Vs 69). The insights should therefore be taken as informal "pulse checks" rather than studies comparing pre- and post- changes, and they only inform about the respondents - they can not be used for wider inferential statistics about Belfast in general. The most recent results are presented below, as inputs to future directions in the HUA.

Ages ranged from 18 to above 60. The surveys revealed a fairly even split between male and female respondents. By far most people identified themselves as straight. Most respondents stated that they had a Roman Catholic community background. There was a slight decrease in the number who felt they had a Protestant community background in the second survey. There was an increase in the second survey in number who preferred not to say. In both surveys the overwhelming majority of respondents perceived themselves to have a white ethnic origin (+90%). 5% preferred not to say. In terms of having dependents or caring responsibilities for family members or other persons, there was a 60:40 no:yes split in both surveys, and approximately 70% of respondents had attained Level 6 educational qualifications.

*"I learned a lot more about the **Maritime Mile's history** compared to what I thought I knew before experiencing the 3DVR project."*

Initiative visitor

The poll reveals overall positive (with some exceptions) views on the HUA as a place, and priorities for interventions with green areas and places for socialising. N.B. these insights are indicative of the sample (N.B small sample of 69) but not representative of all residents - see Section "Limitations of this Document".

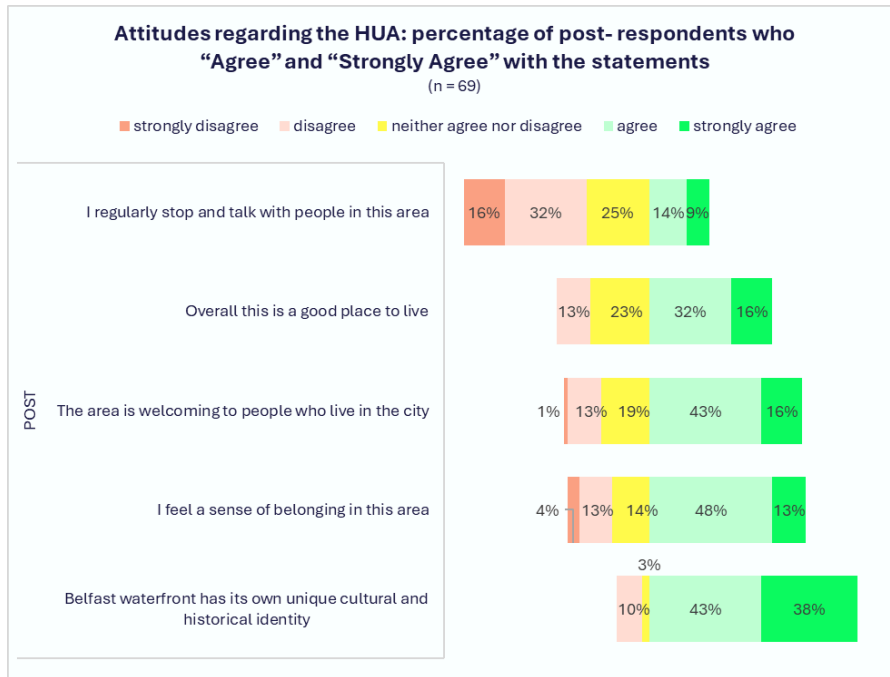


Figure 16: attitudes regarding the HUA as a place to visit

Respondents were asked on five core attitudes: "Thinking of the Belfast Waterfront area, how strongly do you agree or disagree with these statements", with a 1-5 scale to give responses from "Strongly Disagree" to "Strongly Agree".

Scores indicate overall positive attitudes to almost all attitudes: "agree" and "strongly agree" outweigh "disagree" and "strongly disagree" on attitudes regarding the HUA as a good place to live, welcoming to people who live in the city (not just tourists), fostering a sense of belonging and presenting its own unique cultural and historical identity.

Some detractors exist for the attitude of talking with people in the area.

This is a measure of social interactivity, and almost half (48%) disagreeing or strongly disagreeing. This may suggest that whilst the HUA offers cultural resources in the form of a unique and welcoming identity, future interventions may be able to leverage these assets in fostering deeper social connectivity.

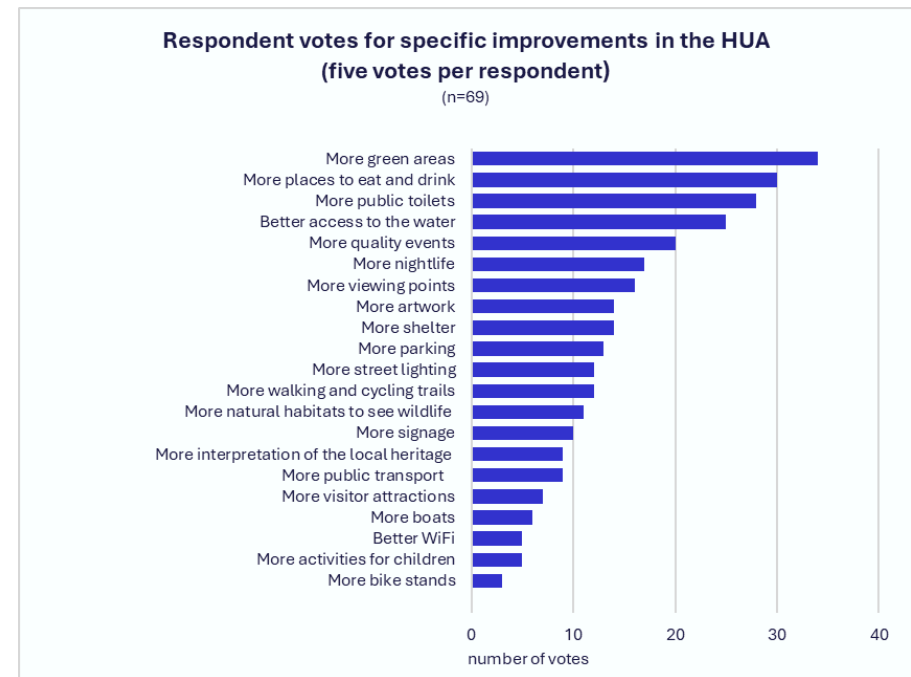


Figure 17: votes for improvements in the HUA visit

Respondents were also asked to vote for improvements: each was allocated five votes and able to use them to prioritise what they would like to see in the HUA.

The top three interests remain similar from survey to survey: more green areas, more places to eat and drink and more public toilets. Those themes - environmental improvements and activations of the public realm - are well aligned with the aspirations and policies embedded in the Action 1 "Waterfront Promenade Framework", suggesting the city may witness changes in the survey scores over the years, if the questions and format remain comparable.

The lowest three scores reflect limited desires for more wifi, activities for children or more bike stands and similar scores for more visitor attractions. The priorities seem to be on amenities and infrastructure to support socialisation.

Of the subset who visited the initiatives, there are strongly positive views on the benefits and inspired behaviours such as visiting the HUA more often (note again limitations with small samples: 16 experienced the initiatives and gave their feedback).

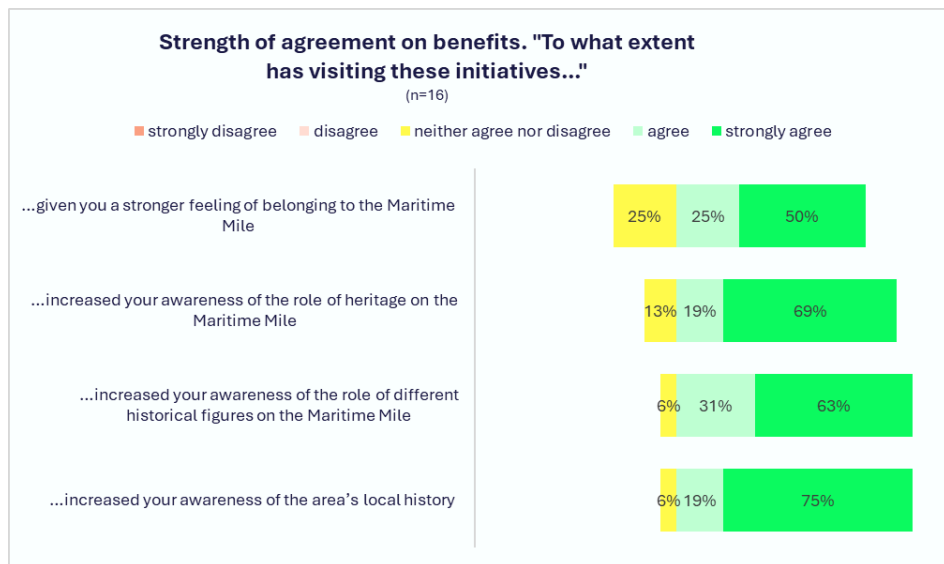


Figure 18: benefits of visiting the initiatives

Some respondents engaged with the HUB-IN actions and provided feedback on changes to their attitudes and feelings. Although a small sample size, and given the caveats noted above, it can be seen from Figure 18 that the vast majority of respondents who interacted with HUB-IN prototypes and actions either “agree” or “strongly agree” with the statements, indicating a change for them in general cultural awareness and sense of belonging to the HUA.

Of note, there are zero negative responses to change in awareness and the other statements - i.e. no disagreements. In the worst case, some respondents felt neutral (e.g. one in four respondents, 25%, felt neutral about whether the initiative had given them a stronger feeling of belonging to the HUA).

For each statement, at least half of respondents strongly agree - for example 50% strongly agree that they left with a stronger feeling of belonging, 69% with increased awareness of the role of heritage, 63% with increased awareness of historical figures, and 75% with an increased awareness of local history. On top of this, there are also respondents who “agree”.

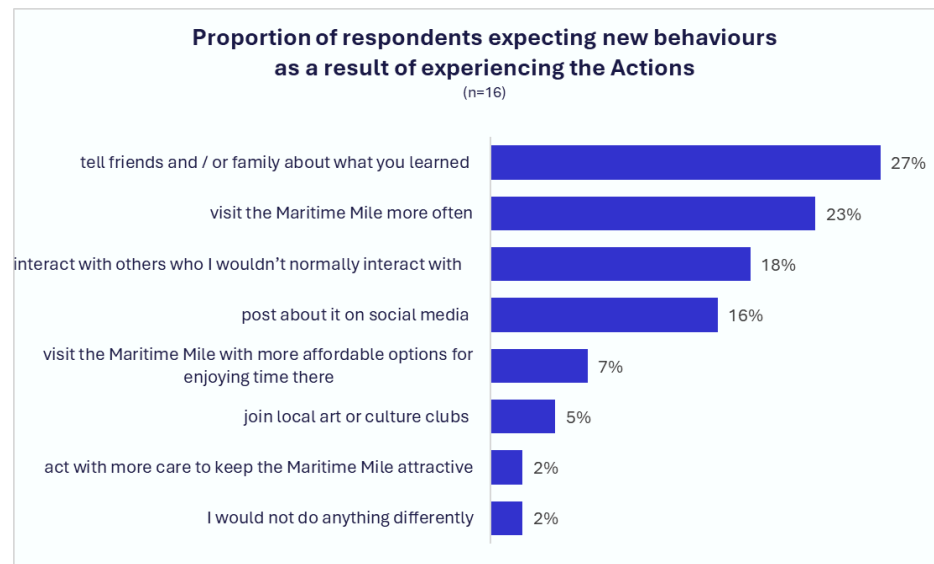


Figure 19: expected changes in behaviours from visiting the initiatives

Respondents also provided feedback on resultant changes to behaviours via the question: “Is there anything you might do differently as a result of experiencing these initiatives?”. Respondents could pick multiple options for their response to this question.

Many identified that they would visit the Maritime Mile more often (about 23%, or 1 in 5), tell friends and family about what they've learned (27%), and share their experiences on social media. All these actions would help drive footfall to the area.

Of interest, 18% (almost 1 in 5) plan to interact more with others who they normally wouldn't. This is directly relevant to one of the most negative scoring attitudes relating to willingness to “stop and talk with people in this area” (see Figure 16 above). This suggests that the initiative may have learnings for future opportunities, for fostering this kind of spontaneous social connectivity (N.B. standard caveats about small sample sizes).

3. HUB-LEVEL EVALUATION

The Waterfront Framework is still contributing to the Belfast logic model goals. The framework has increased community engagement through the development process. It provides a common vision for the waterfront, which is for a Belfast Waterfront that is greater than the sum of its parts. This ambition is backed by all the key groups involved in Belfast’s waterfront, is the starting point for the next 30 years of development and is an important opportunity to encourage and harmonise new sustainable development on the waterfront.

The Challenge Fund helps the organisations and HUA to achieve cross-dimensional outcomes across the entrepreneurial ecosystem of “what makes a HUB-IN place”:

Ecosystem element	Evidence for growth
Knowledge	<i>Skills and business maturity:</i> the funding has provided six SME’s / Innovators to develop new and exciting prototypes for the Maritime Mile, offering them the opportunity to develop new skills.
Networks	<i>Partnership development:</i> the co-creation aspect of the project has led to cross-sector collaboration. Each project has at least one formal partner and most have several information partners based on the mile supporting and helping to develop projects.
Entrepreneurial culture	<i>Optimum targeting:</i> many of these organisations have never been involved in innovation projects before, indicating the resources are being well allocated to where they will make a big difference.
Urban culture	<i>Social cohesion:</i> this has also led to a lot of community engagement and improved connection with members of the community, partner organisations and students from Belfast Met contributing to the co-creation sessions and will be involved in user testing.
Support organisations	<i>Media reach:</i> through the contribution during co-creation sessions a range of local stories have been captured and will be utilised in the prototypes and will go public when they are showcased. All the prototypes developed so far have incorporated the cultural heritage of the Maritime Mile.

The Sustainability Audit is in early stages, however the results show a willingness from key stakeholders to improve sustainability along the mile and to work towards achieving green destination accreditation. A list of actions will be developed from the workshop. One of which is the establishment of a green working group to support sustainability efforts on the mile, working towards the HUB-IN outcome of increased sustainability on the Maritime Mile and associated business actions.

Cross-sector collaboration and appropriate governance models have fostered engagement and actions to tangibly move Belfast towards its envisioned waterfront strategy:

“A very important step in the creation of a world-class waterfront here in Belfast. By working with all of our key stakeholders and delivering against these objectives, we will create a world-class destination that will be for the benefit of Belfast city and the wider area.”

**Director of Belfast Regeneration
Department for Communities**

3.1. REFLECTIONS ON SUCCESSES, RISK AND RECOMMENDATIONS

The Hub team and stakeholders find several successes and obstacles that are likely relevant to replicating and / or scaling the Actions, either in the HUA or in Follower Cities:

Implementation

What went exceptionally well

Governance: allocating dedicated focus and resources to focus groups and action groups, for example:

- *Waterfront Task Group* with commitment to developing a vision for the waterfront, and comprised of key decision makers for the Waterfront.
- *action group to develop actions* to underpin the ambitions of the framework
- *action group to take forward the actions* developed since the launch of the framework and drive real-world progress

Co-creation: and showcasing activities for the Challenge fund projects have been well attended with great contribution from communities and stakeholders. The challenge fund projects have strongly demonstrated how innovative technology can enhance, preserve and sustain heritage. Over 250 people have been either co-created, user tested or engaged with the prototypes since Local Community Day in March 2024.

Co-creation: input from formal partners to the Challenge Fund projects has been immense. The challenge fund projects have strongly demonstrated how innovative technology can enhance, preserve and sustain heritage.

What did not go to plan

Unanticipated flood works along the Maritime Mile obstructed plans for community-facing QR codes to gather data for the interactive Challenge Fund prototypes. This resulted in four projects having to spend time finding new locations for their QR codes which caused a slight delay in the user testing.

Liaising between numerous agencies who are responsible for different pieces of land along with Maritime Mile was cited by one entrepreneur as extremely difficult to navigate and resulting in heavy admin.

Major turning points

The role of the partnering organisations have been an essential component for success on the Challenge Fund and the Waterfront Promenade Framework - without those partners the projects would not have been able to access communities and co-creation, especially in such a short timeline. The role of Maritime Belfast Trust in working with landowners to secure locations for testing.

Risks and issues encountered

Unanticipated flood works. As above, locations for QR codes for the Challenge Fund prototypes had to move due to unexpected implementation of flood barriers. The Maritime Belfast Trust have liaised with landowners to find new locations for projects.

Unexpected outcomes or impacts

A positive result has been the interactions with local communities and partners. Engagement in the projects has been very high.

Networks

New contacts and connections in the Hubs' Governance model

The Hub is currently delivered by a partnership between Belfast City Council and Maritime Belfast Trust. A steering group has been established comprising key departmental representatives across the Council – Smart City, Community Development, Economic Development, Culture/Arts/Heritage, Tourism/Events and representatives from Maritime Belfast Trust – Destination/Events and Product Development. This provides the main governance for the project during the development and delivery of the HUB-IN.

Legacy projects and structures will be adopted by Maritime Belfast Trust, the existing charity which leads on the development and delivery of the Maritime Mile.

A new Waterfront Task Group was established for the development of the Waterfront Framework, to lead this work liaising with key stakeholders to develop the vision and principles for the waterfront.

A further action group has been created to develop and take forward actions to support the ambition of the framework.

A steering group has been essential for the Challenge Fund's development, requiring expertise in heritage, innovation and creative industries. It is the first time a steering group of this mix has been developed.

Synergies with partner programmes inside / outside the HUA

Grey to Green - Belfast City Council's 'Grey to Green' initiative invited the city's businesses, social enterprises, charities and schools to submit expressions of interest in a fund to support temporary green projects in the city centre. The approximately €30,000 Grey to Green funding was unlocked at least partially due to evidence in HUB-IN's Waterfront Framework to greenify one side of the bridge, providing a gateway to Maritime Mile.

Shared Island Feasibility application. The €9 million initiative supports the development of the all-island bioeconomy in the agriculture and marine sectors.¹⁸ Evidence and networks gained on HUB-IN's Waterfront Promenade Framework action were used to leverage funding from the Irish Government for a feasibility study for a bridge on the Maritime Mile, contributing to the awarding of approximately €40,000.

Bolder Vision and other stakeholder plans and strategies (such as Belfast Harbour Strategy, the Titanic Quarter master plans and Department for Communities plans for reconnecting the waterfront to the city centre) align with the Waterfront Promenade Framework.

Augment the City challenge call is being developed through the Smart Belfast programme for the creative sector. Project owners have also been sign posted to learnings, other initiatives and funding that are relevant to the creative industry sector.

Belfast Smart City Programme, Urban Innovation Framework and XR Belfast capacity building programmes had their objectives partially contributed to by the HUB-IN Actions.

Belfast 2024 - learnings from HUB-IN may (TBC) be relevant to a programme of cultural celebration in 2024, including craft events, theatre and learning experiences.

¹⁸ <https://www.daera-ni.gov.uk/news/ministers-muir-and-mcconalogue-launch-eu9-million-shared-island-funding-call>
D5.3 Evaluation Report (Belfast)

Knowledge (and transferability)

Potential to replicate in the HUA or other cities

Action 1: Waterfront Promenade Framework has [best practice case studies](#) of waterfront development that can be used for learning by other cities. It also has best practice [principles](#) which have been co-created with key stakeholders which could be utilised by other waterfront cities.

Action 2: Sustainability Audit could be replicated by other areas in the city that [wish to achieve green destination accreditation](#). The questions are not specific to a waterfront area however the workshop does add this focus to the audit.

Action 3: Challenge Fund can be replicated and aligned with other Smart Belfast programmes. There has already been [shared learning](#) from the development of a [tender for challenge call management](#) with another creative industry challenge fund, specifically Augment the City.

Recommendations to other cities

Ensure buy in from all relevant local stakeholders and ensure continued communication with them to ensure long term buy in.

Having the right expertise on a Challenge Fund steering group is essential.

Ensure that you have a strong communication plan to reach out to communities and stakeholders for co-creation activities and also to attract the public to come down to the HUA to test out the prototypes. This can be very timely as messaging has to be tailored to different audiences.

3.2. COMMERCIAL SUSTAINABILITY

The Hub has leveraged its networks and evidence to unlock approx. €70,000 of matched funding (£50,000) towards its Actions in the HUA, specifically the Waterfront Promenade Framework. This came from a mix of public, private and voluntary organisations (Department of Communities, Belfast City Council, Maritime Belfast Trust, Titanic Quarter Limited, Belfast Harbour, Tourism NI).

The Challenge Fund innovators leveraged heritage as an asset up to approx. €250,000 (£210,000: £60,000 of turnover, investment or funding identified as fully attributable to the Hub's support; and £150,000 identified as partially attributable). Four out of six of the entrepreneurs have successfully applied to additional funds due to the HUB-IN support. See details above in the section for Action 3 "Challenge Fund".

Winning funds may not immediately be the same value-add as generating market turnover, however these are perhaps part of an important "flywheel effect" - the initial investment by the municipality enables entrepreneurs to use their new skills and evidence-base to attract further economic resources to continue / replicate / scale their innovations.

Other projects have been awarded approx. €70,000 funding and identified HUB-IN as contributing to the award, as it provides evidence and momentum relevant to those projects: "Grey to Green" funding was successful due to evidence in the Waterfront Framework to greenify one side of the bridge gateway to Maritime Mile, and the Waterfront Promenade Framework was also used to leverage funding from the Irish Government for a feasibility study for a bridge on the Maritime Mile.¹⁹

*"The Framework creates **an exciting ambitious vision** for the 10 km of walkway right at the centre of our city. It created something which all of the stakeholders, the local communities, private sector, public sector, universities etc could coalesce around and say **'this is what we want to invest in to create a bright future'** which balances our communities, nature and economic development".*

Joe O'Neill
CEO Belfast Harbour

¹⁹ Euro and GBP figures are converted using an exchange rate at time of report and are approximate
D5.3 Evaluation Report (Belfast)

3.3. CONTINUAL IMPROVEMENT

New Opportunities And Barriers in the HUA

In each quarterly review the Hub team assesses new and ongoing developments in the HUA that could influence the Hub's future, whether opportunities and barriers. The assessment is based on the "Ecosystem Elements" that comprise a HUB-IN city (full list of elements can be found [here](#) from page 11).

HUB-IN Ecosystem Element (main)	The new development	Opportunity or barrier	Next Step
Urban Culture	<i>Loft Lines Development</i> Development of 300 residential apartments, with café and restaurants on the ground floor.	<i>Opportunity:</i> links with the Sustainability Agenda – cycling infrastructure, sustainable homes, Translink engagement, play park and green areas.	Continue to engage and influence the developer on HUB-IN and their developments utilising the Waterfront Framework.
Formal Institutions	<i>TQ Transport Masterplan</i> New transport strategy for the area including the waterfront.	<i>Opportunity:</i> to engage the implementation.	Waterfront Framework can inform and influence this.
Heritage	<i>Titanic Distillery</i> Launch of the Titanic Distillery, access to historic dock and Listed 3 building.	<i>Opportunity:</i> for a challenge call, as a potential location for testing prototypes.	Support successful challenge call applicants to work with the distillery to utilise this opportunity.
Heritage (environmental)	<i>New flood barriers</i> Belfast Harbour and the Department for Communities are putting new flooding infrastructure around areas of the waterfront.	<i>Barrier:</i> this will limit access to certain sites for our challenge fund innovators to trial and test.	Maritime Belfast Trust and Belfast City Council are working with innovators and landowners to secure new locations .

Table 5: new opportunities and barriers in the HUA

Summary Learnings and Next Steps

In each quarterly review the Hub team digests the main points of their review, distils the overall learnings and decides on the priority next steps to be taken.

Category of Learning	Problem / Success	Impact	Next Step
Leveraging stakeholders	Working with Ulster University and Challenge Fund steering group to develop a specification for Challenge Call management tender	Tender that is relevant to the creative industry sector.	Deepen the Hub's relationship with the university for future Actions.
Collaboration	The time it takes to bring individual organisations and stakeholders together and agree joint visions and strategies can be underestimated	It took longer to complete the framework.	Continued engagement.
Communications	Success: working with innovators to ensure that the messaging on their prototype is clear and tailored appropriately for different audiences	Wide range of comms channels utilised to promote the different challenge fund projects.	Ongoing working with innovators and varied communications.

Table 6: summary learnings and next steps in the HUA

3.4. FUTURE MONITORING / BENEFITS REALISATION

The HUB-IN programme ends in early 2025, and with it the formal requirements for monitoring.

The programme's monitoring reports are based on data available at a suitable "snapshot in time" a short period prior to its conclusion, to enable evaluation. Though the programme will no longer have any formal impact assessment after it completes, this does not prevent evaluation continuing in the HUAs.

Monitoring plans are still replicable by the cities in future years should they wish, or at regular intervals, in order to evaluate changes since the first "pre-" baseline or to compare with the first version of any replicated Actions. This continuation of monitoring depends on each city's appetite, as well as relevance of the monitoring plans after considering how the Actions have evolved, and whether any tweaks or replacements are needed to accommodate emerging needs of investors, decision-makers and beneficiaries.

Cities may therefore want to stay adaptive and refine their monitoring needs as Actions evolve.

For example, in the city's D5.2 Adapted Monitoring Methodology, there are baselines and / or plans for assessments that were not relevant in the final report - this could be for example because objectives evolved, or programme timelines are too short to detect changes, or practical constraints, or other reasons.

This could reference bring in some of the unused original plans for:

- *Annual growth in number of entrants to the HUA heritage attractions such as the Titanic Experience and SS Nomadic*: this data is tracked but not used in current HUB-IN reports because of challenges in determining additionality - the attractions have their own varying marketing budgets; several have undergone significant recent refurbishments and extensions of their offering; historic data is marred by fluctuations due to COVID lockdowns. These complications mean that a simple trend analysis would not detect change *due to HUB-IN*, as too many other significant factors affect visitorship beyond the local HUB-IN actions. Control areas or sites were not deemed appropriate due to too much variance.
- *HUA visitor in-person surveys to determine change in cultural awareness and stay nights etc*: the resources required to conduct this did not fall within principles of proportionality, and were not deemed cost-effective. Availability of volunteers can be extremely useful in maximising data capture at minimal cost, including willing local university students.
- *Quarterly footfall in the HUA, via sensors*: the HUA does have limited footfall sensors but in a few hyperlocal places that were not applicable to estimate overall HUA visitor flows. Plans were ongoing for the installation of a number of additional sensors that could provide this insight, but these were not operational during HUB-IN timelines. In addition, there are often numerous other events and campaigns in the Maritime Mile are not related to HUB-IN, so any use of footfall data related to the Actions will need to be aware of limitations due to "noise" in the data, and accordingly adapt either the approach (timings of events) or breadth of interpretations of the data (not HUB-IN-specific).

Alternatively, the future interventions in the HUA may require new forms or focus in monitoring, and city teams will best be placed to refine this as they go. Existing databases (baselines) and partners can be valuable for robust and cost-effective monitoring. Key principles in impact assessment include relevance and proportionality, so as HUA Actions and strategies evolve then so too might the approach for monitoring, in order to provide practical and meaningful insights to "prove and improve" the Hub's impact over time.

4. APPENDIX

4.1. CHALLENGE CALL ENTREPRENEURS SUPPORTED

Ulster Touring Opera – Yardmen’s Trail

<https://smartbelfast.city/story/yardmans-trail-ar-stories/>

Cutting-edge technologies including 3D film, artificial intelligence, and augmented reality are powering a new immersive experience along the Yardman’s Trail in Belfast.

The Yardmen Trail AR Stories, developed by Ulster Touring Opera, celebrates the historic links between the Maritime Mile and east Belfast where many of Belfast Harbour’s dock workers – or yardmen – used to live.

Visitors will be able to download a free augmented reality mobile app and experience local residents telling their stories about the area including Templemore Baths, Bridge’s Medical Centre and the Titanic Hotel.

Artist and former Harland and Wolff employee Colin H Davidson shares how he went from building ships to capturing the harbour through his art, which is on display in the Drawing Rooms at the Titanic Hotel. And Ronnie Jones, a swimmer who trained at Templemore Baths and represented Ireland at the 1958 Commonwealth Games, shares his story. A user testing / showcase event was held on the 20th April 2024 at Titanic Hotel and Templemore Baths.

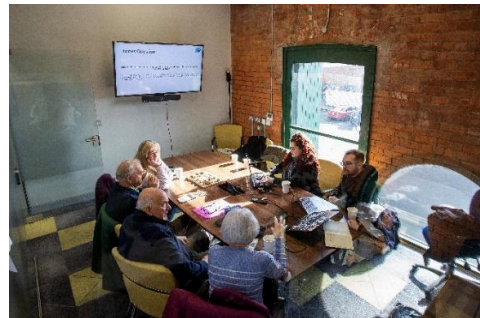


Aura Digital Studios Voyage AR

<https://smartbelfast.city/story/voyage-ar/>

Local creative company Aura Digital Studios has developed a new augmented reality experience highlighting HMS Caroline’s heritage. The free-to-download mobile app gives a fascinating glimpse into the lives of the people who worked on this First World War ship using WebXR, 3D animation and storytelling.

Several co-creation events took place – one with their formal partner HMS Caroline and another with local volunteers for the ship. Aura also took part in Local Community Day at Titanic Belfast of which over 500 members of the public were invited. On the 22nd April 2024 Aura Digital Studios and HMS Caroline invited members of the public and HMS Caroline volunteers to test out a new augmented reality experience. In total 15 people took part in the use testing event.



Darin Smyth – Maritime Echoes: An AI Voyage to the Past

<https://smartbelfast.city/story/maritime-echoes/>

Local innovator Darin Smyth, in partnership with Belfast Metropolitan College, has developed a new immersive digital experience, Maritime Echoes: An AI Voyage to the Past, bringing local historical figures from Belfast’s maritime past to life using the latest AI technology and Unreal Engine 3D creation software. The new immersive experience enables visitors to engage in ‘conversations’ with pioneer of Belfast shipbuilding, William Ritchie; chairman of Harland and Wolff during the Titanic era, Lord Pirrie; social reformer, Mary Ann McCracken; Captain Henry Ralph Croke, who led HMS Caroline during the Battle of Jutland; and a linen mill worker from the early 20th century.



Darin worked with staff and students at Belfast Metropolitan College to develop digital versions of the historical figures using AI and Unreal Engine software.

On the 3rd March 2024 Darin undertook user testing of Maritime Echoes at Local Community Day at Titanic Belfast, and on the 9th and 10th of April Darin, in partnership with Belfast Met, showcased Maritime Echoes to students and members of the public at the Titanic Quarter campus.

Katya Solomatina – Memory Anchors - Memory Anchors Treasure Hunt Quest – Smart Belfast

Local digital artist Katya Solomatina collaborated with Belfast's Sailortown Regeneration Group to explore new ways to preserve heritage and local stories through interactive digital sculpture and storytelling.

Through co-creations sessions with residents who grew up in Sailortown and local children, Katya used digital sculpting, AI-driven verbal art, photogrammetry and NeRF scanning (extracting 3D information from 2D images), sound recording, and improvisational storytelling to capture memories and stories to create immersive art pieces.

Memory Anchors was launched on the 12th and 13th of April 2024 at Joseph's Church, Sailortown. Members of the local community and the general public were invited to explore the interactive experience.



These interactive art pieces form a Treasure Hunt Quest which visitors can explore until the 31st August 2024 using their mobile phone. The Treasure Hunt Quest starts at the Glass of Thrones-stained glass window outside the AC Hotel Belfast and following the route towards Sailortown, visitors can discover hidden virtual objects created by the Sailortown community.

Flax & Teal – 3D/virtual reality rooms - Maritime Mile 3D Virtual Rooms – Smart Belfast

Local company Flax & Teal has worked with the Public Records Office of Northern Ireland (PRONI) and local communities to develop interactive 3D/virtual reality rooms along Belfast's Maritime Mile.

The virtual reality experience gives visitors a unique perspective on the Belfast waterfront area's evolution by showcasing the stories of generations past through images, video, audio, and historic maps. Flax & Teal held a range of co-creation sessions with local communities and stakeholders to support the developed of the 3D rooms



Through co-creation sessions, Flax & Teal has engaged with staff at PRONI to help develop the 3D virtual reality rooms. Flax & teal also held a user testing event in April 2024 of which members of the general public and students from the Belfast Met Titanic Campus took the opportunity to interact with the prototype and provide feedback.

Later, QR codes will be placed along the Maritime Mile enabling visitors to scan them and access the virtual reality rooms. The Maritime Mile 3D/VR Rooms QR codes have now been installed at the reception area of PRONI for visitors to explore.

Big Telly – Setting Sailortown - Maritime Mile Interactive Experience – Preview event on 26-27 April Smart Belfast

A new Maritime Mile interactive experience has been developed by Big Telly Theatre Company which has enabled visitors to talk to an AI Salmon of Knowledge (the Big Fish sculpture) and engage with live performers and 3D holographic experiences at City Quays, St Joseph's Church, and Sailortown.

In April 2024 Big Telly held a range of co-creation events with community members and stakeholders from Sailortown.



Big Telly held its immersive adventure through the Maritime Mile Setting Sailortown event on the 26th and 27th April 2024. Over 31 people experienced the 40-minute immersive adventure with theatre, animation and tech.

4.2. CHALLENGE CALL ENTREPRENEURS: DETAILS OF THE HERITAGE VALORISATION, PROTOTYPES AND PROGRESS

Intentions for use of heritage	Vision of success after the project	Prototypes developed	Progress updates
<p>Aura / Voyage to the Past</p> <p>We intend to create a digital Augmented Reality (AR) Experience that highlights the heritage of the HMS Caroline, docked in Belfast's Titanic Quarter. This mobile application will be one platform, for both iOS and Android, and incorporate Web AR and spatial audio. It will involve three key aspects: Inside the HMS Caroline, Outside HMS Caroline, At Home</p>	<p>For intended outputs for the prototype stage, we have identified project milestones as: at least one experience inside HMS Caroline Museum that supports the current exhibition, one experience on the Millenium Island Bridge and follows down towards where the HMS Caroline is stationed and at least 3 small experiences for 'At home' or additional to inside the HMS Caroline's main exhibition. This will, in effect, be a vertical slice of the full mobile application.</p> <p>We are going to track the success of the application by three main metrics:</p> <ul style="list-style-type: none"> • Footfall: data will be collected on the experiences people go to in the app and when, this will allow us to determine what their user journey is. This will allow us to monitor how successful the app has been in drawing footfall to the HMS Caroline Museum and the maritime mile. • Testing: a key aspect of our project plan will be to do on-site beta testing with tourist groups and visitors to both the maritime mile and the HMS Caroline, which will ensure that reviews and feedback can take place and be implemented before any further project exploitations take place. • Expenditure: another metric for how successful the mobile application has been, will be determined through the increase of sales of tickets at the HMS Caroline Museum. Through our discussions with our partner, we can agree on the transfer and disclosure of this information, particularly against their current and previous year sales KPIs. 	<p>HMS Caroline is an Augmented Reality app designed to gather footfall from the city centre and direct people along the maritime mile using custom build immersive experiences themed around the HMS Caroline. The app is available for Android, iOS and Web XR.</p>	<p>Local creative company Aura Digital Studios has developed a new augmented reality experience highlighting HMS Caroline's heritage.</p> <p>The free-to-download mobile app gives a fascinating glimpse into the lives of the people who worked on this First World War ship using WebXR, 3D animation and storytelling.</p> <p>Several co-creation events took place – one with their formal partner HMS Caroline and another with local volunteers for the ship.</p> <p>Aura also took part in Local Community Day at Titanic Belfast of which over 500 members of the public were invited.</p> <p>On the 22nd April 2024 Aura Digital Studios and HMS Caroline invited members of the public and HMS Caroline volunteers to test out new augmented reality experience. In total 15 people took part in the use testing event.</p>

Intentions for use of heritage	Vision of success after the project	Prototypes developed	Progress updates
<p>Big Telly</p> <p>To create an immersive audience experience that not only entertains but also serves to enrich and protect the heritage of the Maritime Mile. This experience is a live trail with mixed reality use and AI interactions. It applies the tech to an existing landmark which represents something from the past.</p> <p>This is not a game or a single user experience, instead it is a playful attempt at invigorating community spirit, reframing shared memory and creating a shared common experience through immersive technology and live theatre.</p> <p>Technologies: artificial Intelligence. We will bring to life The Salmon of Knowledge/The Big Fish using AI. Audiences will be able to ask questions/receive answers via their mobile phones.</p> <p>Hololens: using industry leading hardware e.g. Hololens 2, we will allow users to experience 3D holographic animation in a real setting (St Joseph's Church).</p>	<p>The incorporation of technology and digital heritage will play a pivotal role in our conversation about the future. The project will explore how these digital tools can not only preserve the existing heritage but also potentially contribute to its growth.</p>	<p>AI Salmon of Knowledge experience at the Big Fish - accessed via a QR code scanned with the camera on a mobile phone. Converse with the Salmon using AI technology.</p> <p>3D HoloLens experience in St Joseph's Church - accessed via HoloLens and Quest 3 headsets. Immersive and site-specific.</p>	<p>A new Maritime Mile interactive experience has been developed by Big Telly Theatre Company which has enabled visitors to talk to an AI Salmon of Knowledge (the Big Fish sculpture) and engage with live performers and 3D holographic experiences at City Quays, St Joseph's Church, and Sailortown.</p> <p>In April 2024 Big Telly held a range of co-creation events with community members and stakeholders from Sailortown.</p> <p>Big Telly held its immersive adventure through the Maritime Mile Setting Sailortown event on the 26th and 27th April 2024. Over 31 people experienced the 40-minute immersive adventure with theatre, animation and tech.</p>

Intentions for use of heritage	Vision of success after the project	Prototypes developed	Progress updates
<p>Flax & Teal</p> <p>To create an easy to use way of exploring PRONI* data and communities' stories. All information will be accessible via scanning a physical QR code plaque and using a smart mobile device with a browser. The data will be stored in Arches and accessible via 3D / VR rooms in Mozilla hub.</p> <p><i>*Public Record Office of Northern Ireland (PRONI) is the official archive for Northern Ireland and holds documents covering a period from 1600 to the present day.</i></p>	<p>Success for the project can be measured through high user engagement, positive feedback on usability, reliable technical performance, and accessibility across different devices. Community involvement and increased awareness of PRONI data are important factors.</p> <p>The seamless integration of Arches and Mozilla Hub, coupled with a focus on sustainability and scalability, contributes to long-term viability. Ensuring security, privacy compliance, and educational impact are also key components of success. Overall, the project's success is marked by a user-friendly experience, community engagement, and a lasting, impactful presence in the exploration of historical data and community stories.</p>	<p>Enhance exploration of Belfast's Maritime Mile by blending history with modern tech. Using phone-accessible Mozilla 3D/VR Hubs rooms and scannable QR codes, visitors can access immersive experiences and stories rooted in the area's past.</p> <p>The project prioritises accessibility, avoiding custom apps or expensive hardware. Co-creation workshops with PRONI and stakeholders shape the development, ensuring a rich exploration experience tailored to the Maritime Mile's narrative.</p> <p>The virtual reality experience gives visitors a unique perspective on the Belfast waterfront area's evolution by showcasing the stories of generations past through images, video, audio, and historic maps. Flax & Teal held a range of co-creation sessions with local communities and stakeholders to support the development of the 3D rooms.</p>	<p>Local company Flax & Teal has worked with the Public Records Office of Northern Ireland (PRONI) and local communities to develop interactive 3D/virtual reality rooms along Belfast's Maritime Mile.</p> <p>Through co-creation sessions, Flax & Teal has engaged with staff at PRONI to help develop the 3D virtual reality rooms. Flax & teal also held a user testing event in April 2024 of which members of the general public and students from the Belfast Met Titanic Campus took the opportunity to interact with the prototype and provide feedback.</p> <p>In the next few weeks QR codes will be placed along the Maritime Mile enabling visitors to scan them and access the virtual reality rooms. The Maritime Mile 3D/VR Rooms QR codes have now been installed at the reception area of PRONI for visitors to explore.</p>
<p>Maritime Echoes</p> <p>To create "Maritime Echoes: An AI Voyage to the Past," an interactive experience that intertwines Belfast's rich maritime heritage with state-of-the-art AI and game engine technology. This project aims to transform how both locals and visitors interact with the city's history, making it more accessible, interactive, and engaging.</p> <p>It also aims to sustain, enhance, and preserve the unique heritage of the Maritime Mile, thus ensuring that Belfast's storied past resonates with modern audiences and contributes to the cultural and educational landscape of the city.</p>	<p>Success would be epitomised by the creation of a functioning prototype that captivates and educates its audience. Success would be measured by its ability to deliver an engaging, interactive experience that integrates AI and game engine technology, bringing Belfast's maritime history to life.</p> <p>A key indicator of success would be through active participation and positive reception of this prototype by both locals and visitors. This would not only affirm the technical feasibility of the project but also its effectiveness in connecting the community with the city's rich heritage, thereby fulfilling its educational and cultural objectives.</p>	<p>"Maritime Echoes: An AI Voyage to the Past": an innovative prototype designed to enhance engagement with Belfast's maritime heritage. The project involved the development of AI-powered historical characters using game engine technology. The historical figures included a range of key individuals who influenced Belfast's maritime history, such as William Ritchie, Lord Pirrie, Captain Ralph Crooke, and Mary-Ann McCracken.</p> <p>Users of the prototype could engage in live, real-time conversations with these figures, asking them about their life and experiences. The prototype was designed to increase community engagement, enhance educational opportunities, and promote cultural preservation, thereby fostering a deeper connection with Belfast's historic Maritime Mile for students, locals, and tourists alike.</p>	<p>Local innovator Darin Smyth, in partnership with Belfast Metropolitan College, has developed a new immersive digital experience, Maritime Echoes: An AI Voyage to the Past, bringing local historical figures from Belfast's maritime past to life using the latest AI technology and Unreal Engine 3D creation software.</p> <p>The new immersive experience enables visitors to engage in 'conversations' with pioneer of Belfast shipbuilding, William Ritchie; chairman of Harland and Wolff during the Titanic era, Lord Pirrie; social reformer, Mary Ann McCracken; Captain Henry Ralph Crooke, who led HMS Caroline during the Battle of Jutland; and a linen mill worker from the early 20th century.</p> <p>Darin worked with staff and students at Belfast Metropolitan College to develop digital versions of the historical figures using AI and Unreal Engine software.</p> <p>On the 3rd March 2024 Darin undertook user testing of Maritime Echoes at Local Community Day at Titanic Belfast. On the 9th and 10th of April Darin, in partnership with Belfast Met, showcased Maritime Echoes to students and members of the public at the Titanic Quarter campus.</p>

Intentions for use of heritage	Vision of success after the project	Prototypes developed	Progress updates
<p>Memory Anchors</p>	<p>Local digital artist Katya Solomatina is collaborating with Belfast's Sailortown Regeneration Group to explore new ways to preserve heritage and local stories through interactive digital sculpture and storytelling.</p>	<p>Sailortown area site-specific story showcase presented in a format of immersive mixed reality with first-person narrative audio tracks. An interactive virtual treasure hunt in the area. Both outputs aim to stimulate interest towards the heritage of the area and bring new visitors to historically hard-to-reach areas that are less popular. MR showcase and mobile app use 3D sculptures and stories which are created through a series of 2-month innovative digital workshops with Sailortown community.</p>	<p>Through co-creations sessions with residents who grew up in Sailortown and local children, Katya used digital sculpting, AI-driven verbal art, photogrammetry and NeRF scanning (extracting 3D information from 2D images), sound recording, and improvisational storytelling to capture memories and stories to create immersive art pieces.</p> <p>Memory Anchors was launched on the 12th and 13th of April 2024 at Joseph's Church, Sailortown. Members of the local community and the general public were invited to explore the interactive experience.</p> <p>These interactive art pieces form a Treasure Hunt Quest which visitors can explore until 31 August 2024 using their mobile phone. The Treasure Hunt Quest starts at the Glass of Thrones-stained glass window outside the AC Hotel Belfast and following the route towards Sailortown, visitors can discover hidden virtual objects created by the Sailortown community.</p>
<p>UTO / Yardman's Trail</p>	<p>Yardman's Trail AR app bringing historic locations to life through volumetric film.</p>	<p>A deeper connection between the communities and visitors along the Yardman's Trail, starting at the Maritime Mile and ending at the Templemore Baths in East Belfast.</p>	<p>New tourism app harnessing volumetric capture, augmented reality and AI.</p> <p>Cutting-edge technologies including 3D film, artificial intelligence, and augmented reality are powering a new immersive experience along the Yardman's Trail in Belfast.</p> <p>The Yardmen Trail AR Stories, developed by Ulster Touring Opera, celebrates the historic links between the Maritime Mile and east Belfast where many of Belfast Harbour's dockworkers – or yardmen – used to live.</p> <p>Visitors will be able to download a free augmented reality mobile app and experience local residents telling their stories about the area including Templemore Baths, Bridge's Medical Centre and the Titanic Hotel.</p> <p>Artist and former Harland and Wolff employee Colin H Davidson shares how he went from building ships to capturing the harbour through his art, which is on display in the Drawing Rooms at the Titanic Hotel. And Ronnie Jones, a swimmer who trained at Templemore Baths and represented Ireland at the 1958 Commonwealth Games, shares his story.</p> <p>A user testing / showcase event was held on the 20th April 2024 at Titanic Hotel and Templemore Baths.</p>

Table 7: details of the six organisations' heritage valorisation, prototypes and progress

4.3. CHALLENGE CALL ENTREPRENEURS: MICRO CASE STUDIES ON INCLUSIVITY

Below are some further details on accessibility and inclusivity collected by the entrepreneurs.

Case study on accessibility: Aura Digital Studios Ltd

Aura Digital Studios Ltd initiated a nascent social media engagement as part of their Challenge Fund work ("Voyage AR: HMS Caroline").



LinkedIn

11 interactions
10 reposts
2 comments



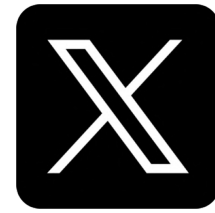
Instagram

117 accounts reached
(88.9% followers,
11.1% non-followers)
6 Likes



Facebook:

1 like
5 shares



X / Twitter

260 Impression
5 reposts
4 likes

Organic growth drove a large proportion of their users. In the first month that the app has existed on the app store, they have received 379 impressions, 37 product page views and a total download number of 27. Within this time each user used the app an average of 6.43 times. 51.9% of these downloads came from those who organically searched the app on the app store and 40.7% came from following web links to the store page.

Users from the community were actively engaged in testing (age mix from 25-65; gender mix of 50% male and 37.5% female and 12.5% as non-binary) of the Aura digital tools. The team worked with the Curatorial team from the National Museum of the Royal Navy in Portsmouth to collate archival stories and artefacts from HMS Caroline's history in Belfast to be used in the prototype, alongside running a co-creation focus group with volunteers and previous serving members for the HMS Caroline. They also carried out a user testing session with the app at the HMS Caroline to beta test the prototype and gather analytics and feedback for our development team.

*"Through engaging with our community partner, we have been able to **collect stories from groups of volunteers that worked on the ship**, and use the information that they provided to us to **celebrate what they view as an oftentimes forgotten piece of Belfast's maritime history** and heritage. The feedback that we have received from them has been extremely encouraging and valuable in understanding how we can further use innovative technologies to **celebrate cultural heritage in a non destructive manner.**"*

Participating entrepreneur

3 out of 5 users reported the app would add “very much” value to the HMS Caroline experience by adding heritage for three different types of use:

- *At home*: allowing users to view archival items that have been recreated using photogrammetry (3D scanning) in augmented reality from the comfort of their own home.
- *Inside the HMS Caroline*: the mobile phone application also activates through an AR trigger that is now permanently displayed on the ship. This details the inner life from William Crick’s diary in the form of a 3D diorama.
- *Outside the HMS Caroline*: users can use the mobile application to activate AR scenes via geo-location AR scenes at three HUA locations: the Great Light, the Kit statue and the Salmon of Knowledge, which detail more facts and comparisons of the HMS Caroline.

The testing created strong interest: all users in the group but one would return to the HUA (Maritime Mile) again to use the AR app if it was developed further. Eight respondents from the community residents engaged in user testing and co-creation were asked for the perceived level of value added by the apps to the HMS Caroline venue: five scored it “very much”, and one each “quite a lot”, “some” and “quite little”.

Micro case study on inclusivity: Big Telly Theatre Company “Setting Sailortown” CORRECT

The prototype involved:

- *Artificial Intelligence*: an AI “Salmon of Knowledge” at the Big Fish art installation. Audiences scan a QR code using their mobile phones and converse with the AI Salmon by asking questions and receiving responses.
- *Augmented / virtual reality*: using industry leading 8th Wall software, HoloLens and Quest 3 headsets allowed users to experience 3D holographic animation in a real setting (St Joseph’s Church), with illustrations by artist Corrina Askin.

The purpose was to explore and test how mixed technologies can complement live performance and storytelling in a site responsive context. The overarching goal was to create an immersive audience experience that not only entertains but also serves to enrich and protect the heritage of the Maritime Mile. By combining live theatre with cutting-edge technologies, the project was designed to offer a unique audience journey that resonates with the local community, fostering a deeper connection to their own history and placemaking, and also to the wider community as a piece of cultural tourism.

Community-based co-creation was vital to the development and launch, and included representation from local and historically underserved communities.

- **Sailortown Regeneration**
Three groups involved in co-creation (approximately 24 participants) and user testing. Project partner, Corrina Askin, led the co-creation workshops with the Sailortown community to gather stories which would form the narrative for the piece, working with a group of young people, teens and a women’s group..
- **Sinclair Seamen’s Church**
Involved in co-creation, including three 3 elders from the Church. The Church itself featured as one of the locations on the route and was facilitated by two of the elders.
- **The Dockers Club**
Involved in co-creation (4 members), featured as one of the locations on the route and facilitated by three members.
- **St Joseph’s Church**
The final location on the route and supported by two members of the Sailortown Regeneration group.
- **The American Bar**
Two co-creation meetings with staff: audiences were also encouraged to conclude their experience

at The American Bar, where the local partners delivered a local culinary extension with a themed fish supper and drinks inspired by the immersive journey they'd just been on.

Micro case study on inclusivity: Ulster Touring Opera “Yardmen Trail Stories App”

71.4% of respondents stated that they would either visit the Maritime Mile more due to our HUB-IN project, or spend more time at the Maritime Mile due to the project. On average, testers rated their increased awareness of the area's local history due to the project as 4.7 out of 5. They also rated their increased awareness of the different heritage assets on the Maritime Mile due to the project as 4.4 out of 5. All agreed that they felt that Belfast waterfront has its own unique cultural and historical identity as a result of participating in the project.

Entrepreneur UTO has ambitions to harness the impact of this project to leverage additional funds from Tourism NI to scale the project up across more of the Maritime Mile and East Belfast area. Talks are ongoing about the next stage of this, as the promotion of the current project is still the priority of the partners given the positive feedback. Since the start of the HUB-IN project, UTO has also secured £50,000 from the Innovate UK Creative Catalyst fund to create the prototype for a new platform for the Meta Quest 3 headset market - while not a directly related to heritage tourism, this has demonstrated that using the Maritime Mile as an R&D testbed for immersive projects can act as a springboard for Belfast based companies to grow and improve the local economy through job creation. The entrepreneur believes that without the HUB-IN project as evidence of UTO's work in immersive technology and the creative industries, they would not have secured the Creative Catalyst grant.

Micro case study on inclusivity: Ekaterina Solomatina “Memory Anchors”

The co-creation stage carried out 25 workshops with the local community in the time period of two months. The workshops explored new ways of creating 3D sculpture using AI, photogrammetry scanning and Nerf technology. During this stage, University students specialised in an animation showcase for best scanning techniques, and collection of voice recordings.

Co-creation sessions in Sailortown Regeneration office brought together a diverse range of ages, interests, and backgrounds who normally - given some challenges in Northern Ireland along historical political divides - may not normally associate together. For example:

- 3 teenagers
- 8 pre-teenagers
- 8 seniors
- 3 men from SHIP to tell stories and 3d scan objects
- 4 senior men from the community's boxing background
- 30 musicians to play or sing for the audio track backgrounds

People from the local Sailortown community were the main users of the experience making it up to 65% of users. Common feedback at launch was that the users have never seen or tried any storytelling experience like this before - even those from innovative technology backgrounds. This experience reportedly made residents from the Sailortown community proud of their community and the projects open to them..

The success stimulated an invitation by the American Bar to host regular storytelling sessions as a potential future to the projects.

*“Our project brought the stories together, and those **stories were often told by people who would never agree to be in the same room with each other due to the differences in their political and social opinions.** (It's Northern Ireland after all, let's not forget!)*

*Focusing on dear memories and sharing important historical context together **allowed people to lower their guard and enjoy the process of creating art together** in honour of the shared past to build a culturally rich future with focus on local values. As a result our finished piece is relevant to local people of all backgrounds and ages.”*

Participating entrepreneur

Micro case study on inclusivity: Flax&Teal “Manatee project”

In the view of the entrepreneur, the HUB-IN Challenge Fund has significantly increased the attractiveness and inclusivity of the Maritime Mile as a place for entrepreneurs and creative industries to innovate, locate, and invest. In their words:

Enhanced Visibility and Engagement:

Innovative Projects: the development and implementation of innovative projects like the Manatee project have drawn attention to the Maritime Mile, showcasing it as a hub for cutting-edge technology and creative solutions.

Interactive Experiences: the immersive 3D/VR technology and interactive storytelling platforms have created unique visitor experiences, increasing foot traffic and engagement in the area. This heightened activity attracts businesses looking to capitalise on the growing interest.

Support for Creative Industries:

Collaborative Environment: the co-creation workshops and stakeholder engagement processes facilitated by the HUB-IN Challenge Fund have fostered a collaborative environment. This has encouraged entrepreneurs and creative industries to participate, knowing they can collaborate with local communities and other stakeholders.

Showcasing Opportunities: events and showcases organised through the HUB-IN Challenge have provided platforms for entrepreneurs and creative industries to display their innovations. This exposure can lead to new business opportunities and partnerships.

Resources:

Funding and Support: the HUB-IN Challenge Fund itself is a crucial resource, offering support and guidance to entrepreneurs and innovators, reducing the barrier to entry for creative projects.

Community and Cultural Engagement:

Cultural Integration: projects funded by the HUB-IN Challenge often integrate local history and culture, enriching the community's heritage, while promoting innovative solutions. This cultural aspect can be particularly appealing to creative industries that value community connection and storytelling.

Stakeholder Involvement: the active involvement of local stakeholders, including residents, businesses, and cultural organisations, creates a supportive network that fosters a sense of community and shared purpose.

Economic and Social Benefits:

Tourism and Local Economy: increased visitor engagement through innovative projects boosts local tourism and, consequently, the local economy. This economic uplift makes the Maritime Mile more attractive to investors and entrepreneurs looking for vibrant, growth-oriented locations.

Micro case study on inclusivity: Maritime Echoes “An AI Voyage to the Past”

The project utilised a range of AI systems and Unreal Engine, developed in collaboration with Belfast Metropolitan College as the co-creation partner. Through this partnership, 18 students from the School of Creative and Digital Industries gained hands-on experience by developing their own Metahuman avatars. Meanwhile, 20 students from the School of Business contributed their marketing and social media skills to support the project.

The project engaged several other stakeholders, including the St. Joseph's Sailortown group and even relatives of one of the characters, Lord Pirrie. It underwent a series of test cases with student groups at co-creation events and a Maritime Trust Community Day at the Titanic Museum.

The project benefited from co-creation workshops/user testing sessions supported by the HUB-IN Team. These workshops at Belfast Met and the Titanic Museum involved student groups, local residents, tourists and educators, all providing valuable input and feedback that shaped the development of the AI- powered historical characters and scenarios.

Finally, the project was showcased on the Maritime Mile at Belfast Metropolitan College Titanic Campus on April 9th and 10th, drawing interest from students, staff, local community groups, and tourists. Over the duration of the project, the entrepreneur saw 5,879 impressions on LinkedIn around Maritime Echoes, viewed by individuals and organisations globally, including Belfast, Dublin, London, Los Angeles, and Vancouver amongst the key areas.

In feedback from the showcase day (82 participants), over half (57%) reported that the prototypes “significantly” enhanced their understanding of Belfast’s maritime history, with 37% “moderately” - only 1.2% responded “not at all”. The technology was crucial - 88% rated the AI technology as either “very” or “extremely” engaging. A good level of demand is expected: 93% will either “definitely” or “probably” recommend Maritime Echoes to others.

4.4. ADJUSTMENT FACTORS

As described above in Section 2.3 “Action 3: Develop and Launch a Challenge Fund” (and D5.1 “Common Impact Assessment Framework”), benefits models for economic impacts often need to apply adjustment factors to the gross impacts in order to account for effects such as leakage, substitution, displacement and deadweight, as described in that section.

Arriving at the appropriate adjustment values to transfer from previous interventions can be a challenging area as many factors are at play that vary, depending on the intervention type, objectives, local environment, wider economic context and so on. Further, any data collection on these values needs to be accessible enough for any beneficiaries consulted or survey participants to have the confidence to respond.

Different studies attempt to review and compare adjustment values applied by different interventions, and often there is a range involved. For the HUB-IN Accelerators, the monitoring and evaluation methodology draws on the London & Partners model which has been used for years to determine the economic growth of business support programmes in the city, and which has topped benchmarking lists of available methodologies in the past. The same methodology is used for all pilot cities in order to stay consistent - for example entrepreneur pre- and post- surveys will use the same question phrasing on the adjustment factors and offer the same response options. Additional inputs are also drawn from wider research where it's pragmatic to consider a range of input values, for example for sensitivity testing longer persistence values. These sources are referenced in the body text of the economic model section above. Research for different national versions for each pilot city did not reveal readily available alternative transferable values, however if Hub teams have appetite then this is something they may in future wish to research, in order to apply local values that are more transferable to their unique city conditions.

Some examples of how the adjustment factors may be assessed via surveys to the participants is included below. This is a very high level surface indication only, in order to provide context for the values described in the Accelerator's economic model - practitioners involved in active modelling will need to apply their own deeper understanding on the mechanics of their models. Further details are available in the referenced methodology and per D5.1 “Common Impact Assessment Framework”.^{20 21}

Displacement, Leakage, Substitution

Example displacement question in the pilot cities' surveys, based on phrasing sourced from methodology reviews: “If your organisation ceased operations, what proportion of your turnover would be taken up by competitors?”

Response options	Displacement (approx)	Displacement (applied in the model)
None at all	0%	0%
Not very much	1-25%	12.5%,
Some	26-50%	37.5%,
Most	51-75%	62.5%,
Almost all	76-99%	85.5%,
All of it	100%	100%

²⁰ https://files.londonandpartners.com/l-and-p/assets/evaluation_methodology_2021.pdf

²¹ <https://hubin-project.eu/library>

Deadweight

Example deadweight question in the pilot cities' surveys, based on phrasing sourced from methodology reviews: "What do you think would have happened had you not received support from the [local name of Accelerator]?"

Response option	Deadweight (applied in the model)
We would have obtained the same support in the same timeframe with a different provider	100%
We would have obtained the support with a different provider, but at a later time	80%
We would have obtained the support with a different provider, but they would have been of a lower quality	50%
We would not have obtained the support with a different provider	0%

Next steps

This appendix is necessarily brief and is here to indicate additional context. Hub teams would be able to explore such economic models further with colleagues in their economics departments, in order to annually refresh the data gathered from Accelerator participants - in this way model inputs can be refined over time. Larger sample sizes increase confidence in the data so (similarly to the original monitoring methodology) it is recommended that Hubs consider ways to encourage and even enforce this - for example making it a contractual condition that Accelerator beneficiaries must return their pre- and post- data in order to receive funding, as the Belfast Hub did. As stated above, if Hub teams have appetite, they may in future wish to conduct research for local intervention values that are more transferable to their unique city conditions and the format of their Action's data collection.



Funded by the Horizon 2020 Framework
Programme of the European Union

D5.3 Evaluation Report

Braşov

October 2024



Funded by the Horizon 2020 Framework
Programme of the European Union

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HOW TO CITE THIS DOCUMENT

Grigore A., Mihaila L., Taylor C.,
Tintarean M.,(2024). Evaluation Report
(Braşov), HUB-IN project - Hubs of
Innovation and Entrepreneurship for the
Transformation of Historic Urban Areas
H2020-SC5-2019, GA 869429.

PROJECT INFORMATION

Project name: HUB-IN
Grant agreement number: 869429
Project duration: 2019-2024

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STATEMENT OF ORIGINALITY

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

ABOUT HUB-IN

MISSION

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment.

The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs and is fully aligned with the international agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Belfast, Braşov, Genova, Grand Angoulême, Lisbon, Nicosia, Slovenska Bistrica, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main areas that hold potential for the Hubs' sustainable transformations: 1) Cultural and creative industries, 2) New lifestyles and 3) Endogenous Natural & Social Resources.

VISION

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

CONSORTIUM



Δήμος Λευκωσίας
Nicosia Municipality



Belfast
City Council



Cyprus
Energy
Agency



Universiteit Utrecht



ENERGYCITIES



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1. INTRODUCTION

1.1. SNAPSHOT SUMMARY

Action 1: Transforming the Public Realm

Action 2: Presenting the Historic City as a Classroom

Action 3: Creating an Immersive Night-Time Experience

Stakeholder views:

"I see myself using these skills for everyone's purpose, people need a voice, to feel that they are listened to, so I consider through what I have learned that it is possible, thus a more united community will develop."

Student

"I rearranged [the experimental pretext object], took a seat and people appeared to chat with :)"

Local pretext object user

"This experience made me realise that I have more courage than I thought, to communicate with the people around me... to handle a map, to orient myself better."

Student

"I find the new street furniture installed in the city a wonderful addition, as it adds value to the locations and offers the opportunity to fully enjoy the architecture, the landscapes."

Resident

Early numbers:

1,816

square metres discrepancy discovered between the recorded and actual use of public space by terraces, enabling action to be taken

938

square metres of public spaces (including public squares) reclaimed from terrace organisations, between 2021 and 2024

400

responses received from local residents for pre- and post- community surveys on key measures of the historic area

93%

of students attribute an increase in knowledge and skills "totally" or "mostly" to the HUB-IN workshops and Summer School

82%

of residents regard the HUA as unique, emphasising its importance as a cultural and historical asset, and reflecting its potential as a cultural hub

80%

of students rated their knowledge of drawing up a budget as good, compared to only 20% before receiving training in workshops

74%

(or 3 in 4) urban furniture respondents gave positive feedback on its role in encouraging interactions between users and others in the location

62%

of community respondents agree that the HUA has room for further improvements in cosmetic repairs, highlighting the need for continued action

58

analyses for the HUA's first digital database, including 24 moving map surveys, 4 analyses of pedestrian movement and 24 interviews with locals

41

students (high school and university) participated in the "City as a Classroom" workshops and Summer School, exceeding the initial target by 26 students

11

"pretext objects" installed across four intervention squares, showcasing a diverse range of creative designs and exceeding the target of 3-5 pieces

11

street segments in the Historic Urban Area received detailed recommendations regarding terrace layout and furniture placement

9

local stakeholders across sectors performed as the jury to student pitches on their prototypes: successful pitches were launched and installed in the HUA

9

mentors coached local students in skills and knowledge, from data collection to map use, to giving presentations and budgeting creative projects

3 in 4

(approx) residents recognise the HUA as the most beautiful place in Braşov for tourists, yet wish tourists to be redirected - showing a need for balance

1

member of the governance structure secured funding for a complementary project (about €14,000), enhancing cross-fertilization with other local projects

1.2. OVERALL OBJECTIVES OF THE HUB



As per Braşov's Innovation Action Plan,¹ the Hub of Innovation Action Plan is located in the city's mediaeval historic centre, a unique place that has largely managed to preserve its multiculturalism, authenticity and local identity.

The Action Plan aims at enabling citizens to fully connect with their HUA, through three innovative actions that will act as a catalyst over time for engagement and social and economic transformational change. Actions will focus on

- creating a balanced and inclusive use of the public domain in the HUA;
- reaching out to tactical urbanism methods for the creation of Braşov's Hub of Innovation and increasing accessibility, education and engagement in the HUA;
- on facilitating an immersive night-time experience within the HUA able to attract citizens and visitors. Measures to strengthen the local ecosystem will also be implemented.



As per Braşov's Monitoring plan,² the city's prioritised outcomes were:

- Increased sense of place for local communities
- Improved attractiveness and social inclusion for local communities
- Improved skills for future generations of the HUA (participative planning, co-design etc)
- Improved energy efficiency of the lighting in the HUA

The Hub's logic model can be seen below in Figure 1.

To avoid duplication, methodologies and content covered in previous HUB-IN documents such as the Action Plan are not replicated here - consult those documents for details, available at <https://hubin-project.eu>.

¹ <https://hubin-project.eu/library>

² <https://hubin-project.eu/library>

Braşov Hub's logic model

→ Colour of arrows is just to make the links visible
 → no other meaning

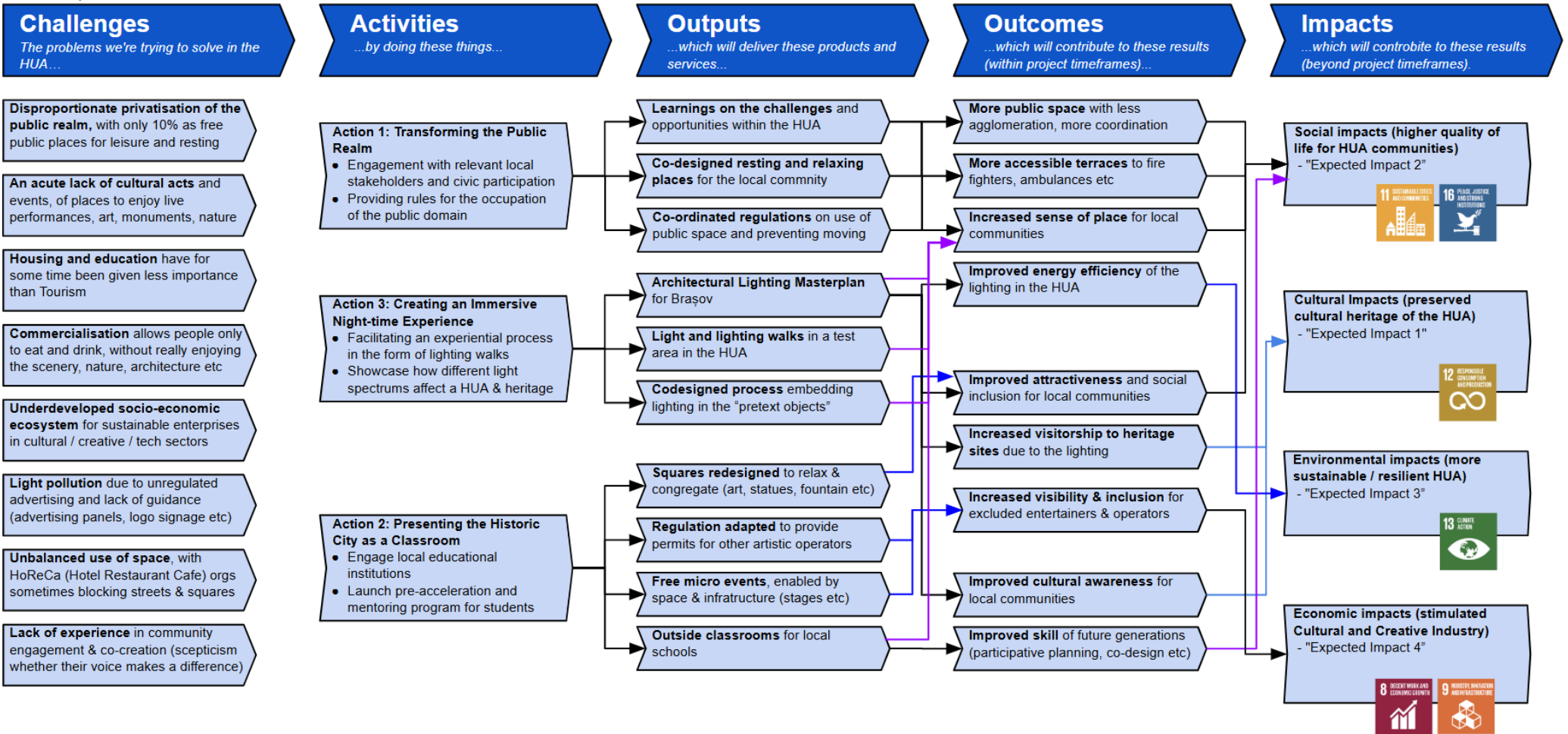
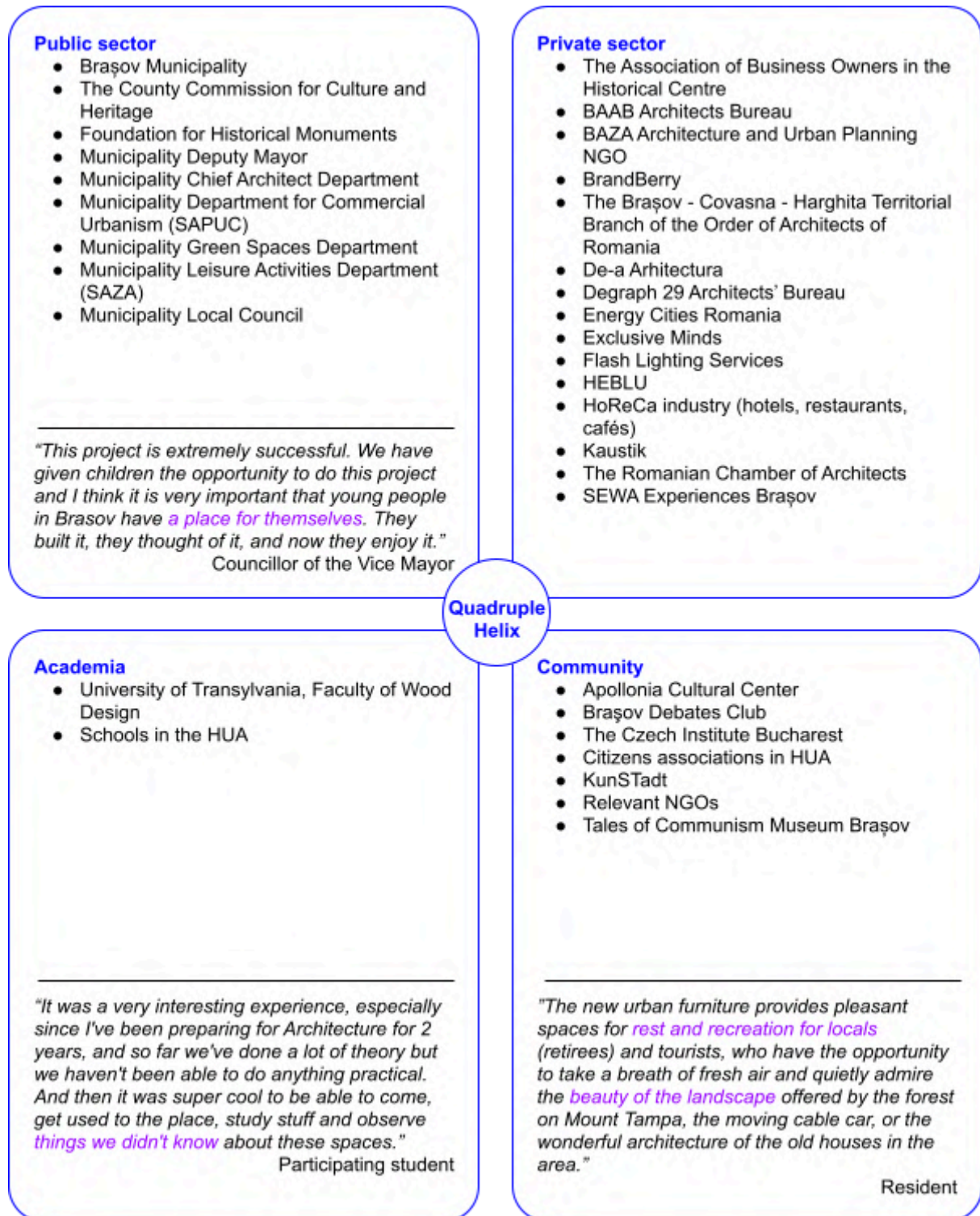


Figure 1: the Hub's logic model, illustrating the change pathways for the specific Actions' intended outcomes.

1.3. STAKEHOLDER ENGAGEMENT

Stakeholders across the “Quadruple Helix” were core participants in the Hub’s development and delivery:



1.4. PURPOSE OF THIS DOCUMENT

This document is a summary of the city's impact assessments to date, based on data, insights, content and commentary from the Hub team and their monitoring tools. Work Package 5 "Monitoring and Evaluation" has also provided some light support with additional commentary or presentation, but is not scoped to audit city data or findings. By intention this report is built first and foremost on the city's views and language, thereby staying true to the "voice of the city" wherever possible. Key findings will be drawn into the document D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

1.5. LIMITATIONS OF THIS DOCUMENT

A few standard notes are important in interpreting data in all HUB-IN cities:

- *determining long-term impacts from short-term projects*
Some of the regeneration actions in HUB-IN cities are expected to contribute to results in the medium- or long-term (i.e. beyond the end of the programme). The monitoring in all HUB-IN cities that is used in this report necessarily finishes before this point, at a "snapshot" in their evolution. *Therefore, early or interim findings and evidence are presented at this stage, indicating the "direction of travel" towards the expected impacts rather than prematurely assuming any final answer.*
- *finite resources*
As with all programmes, there is a finite constraint around budget and effort available to monitor. Attempting to monitor all possible outcomes, with all possible data, and applying all possible assessment techniques, is not an appropriate or cost-effective approach in impact assessments. *Instead, a handful of priority outcomes are assessed, as identified with city teams, their stakeholders, the programme and WP5's support in their document titled D5.2 "Adapted Monitoring Methodology".*
- *principles of feasibility, relevance, and practicality are important for decentralised monitoring teams*
City Hub teams are responsible for their monitoring and analysis (and are the primary beneficiaries) but do not always have access to economists, social scientists, environmental scientists, statisticians or professional qualitative researchers etc. Some do have strong backgrounds in quantitative and qualitative fields, or access to university students. This mix is expected to be similar to Follower Cities, who may have varying degrees of experience and comfort in data collection and evaluation. *Thus, the expectation is not for overly academic, lab-level research and statistics - but for practical, easily replicable approaches that make use of available data to give usable insights to the Hub teams.*
- *data constraints (sample sizes, commercially sensitive data, community trust, stakeholder fatigue etc)*
Whilst there is some leverage over contracted parties to provide data (e.g. all Accelerators were advised to make completion of pre- and post- surveys a contractual condition of the innovators receiving payment), sample sizes are highly dependent on the scale of the action and often the willingness of respondents. Much data is self-reported without scope for auditing (e.g. revenues). Stakeholder or community surveys etc will not necessarily meet the sample sizes or probability-based requirements used in academic papers for statistically significant findings or hypothesis testing. Robust techniques for this level of quality were considered (e.g. difference-in-difference techniques etc) but - as per the points above on finite resources and the small / short-term nature of many Actions - these did not pass the programme's or cities' requirements for proportionality, relevance and cost-effectiveness. *Thus, findings should not always be taken as fully representing the larger population in the city or cross-city, but as indicative for the samples consulted. The findings investigate evidence for the outcomes and inform Hub adaptations, and areas of potential future study, specific to those Actions.*

See the city's tailored monitoring plan³ for detail on the chosen monitoring techniques, data collection plans and limitations (not duplicated in this document). Key findings will be drawn into the D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

³ <https://hubin-project.eu/library>
D5.3 Evaluation Report (Braşov)

2. ACTION-LEVEL EVALUATION

2.1. ACTION 1: 'TRANSFORMING THE PUBLIC REALM'

through a series of interrelated regulatory changes, re-design of spaces and programmes of events to enable local people of all ages to reconnect with their historic centre

Key metadata

Action theme	Policy and regulation Sustainability
Action clusters	New Lifestyles Resilient and Human Connected Places
Expected outcomes (city level)	Increased sense of place for local communities
Expected impacts (programme level)	2: new blueprints for regeneration with enhanced wellbeing and quality of life (social)

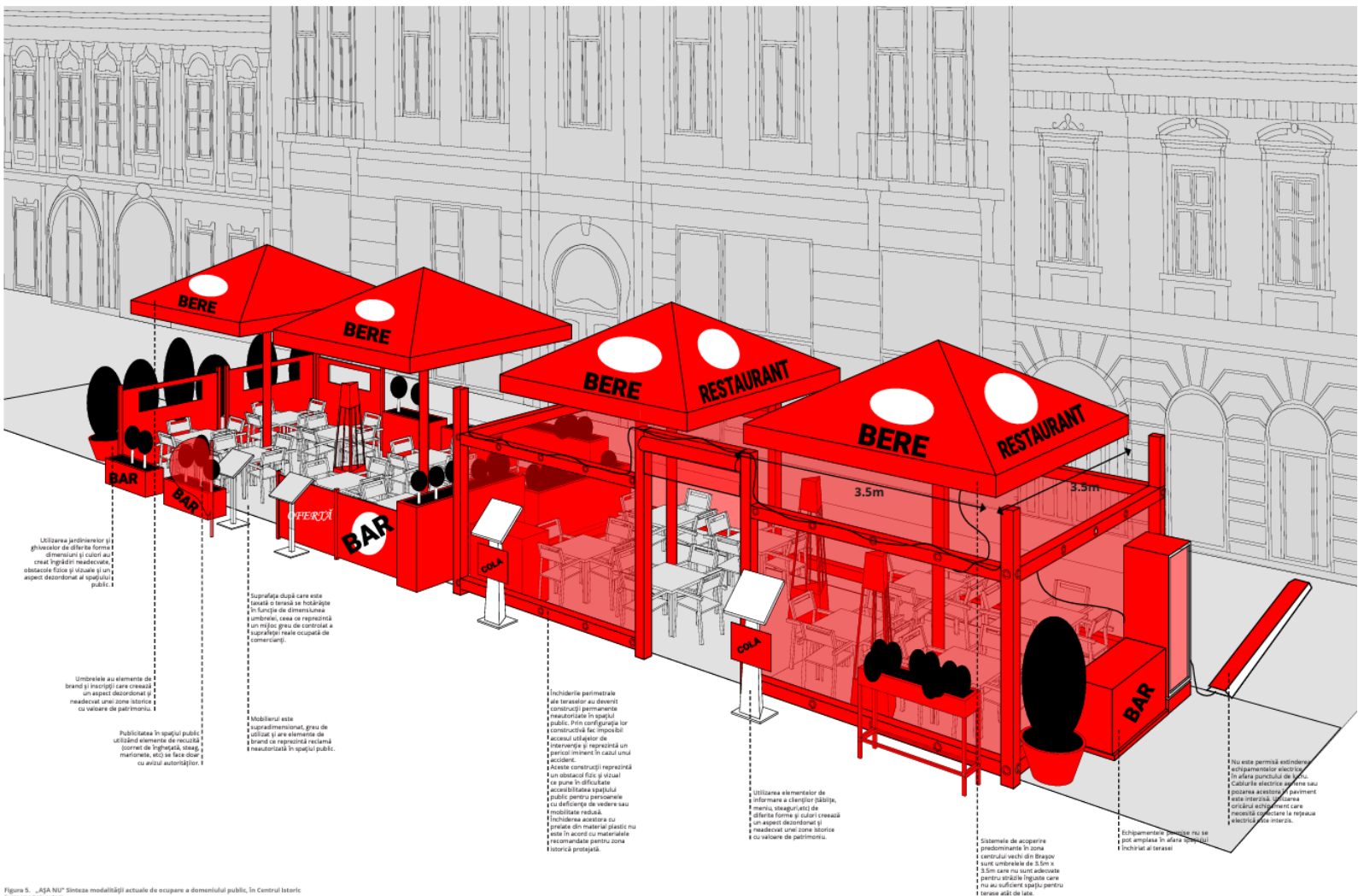


Figura 5. „AȘA NU” Sintaxa modalității actuale de ocupare a domeniului public, în Centrul istoric

Sursa: Imagini: autori

Operational results

The aim of Action 1 was to set the basic requirements for a revised use of the public realm, prioritising citizens' needs and protecting the rights of non-typical users, such as people in wheelchairs, elderly citizens, and families with small children. This action focused on the subtle yet impactful benefits of public seating as a cornerstone for revitalising social life and public involvement in the Historical Urban Area (HUA). Public seating, often overlooked in urban regeneration programs in favour of more urgent actions, was central to this initiative.

To achieve this, two main activities were grouped under Action 1:

1. *The "Guide for Placing Seasonal Terraces in the Historic Center of Braşov"* describes the conditions for the placing of terraces in the public domain and has illustrations of recommendations (estimation of leased areas; tables and chairs; informing customers; shading; delimitation of terrace space; equipment) and street profiles. The Guidelines were finished in January 2023 and can be consulted [here](#).
2. *Development of guidelines/ norms for public furniture specific to the HUA*. These guidelines, which have been developed, include examples, design principles, and a detailed Master Plan for placing public equipment in the HUA and were set to be adopted by the Municipality's Department for Leisure. The document was finished in October 2023 and can be consulted [here](#).

Based on an initial study, several principles were devised to produce guidelines for restructuring the use of public space (initial study: ["Towards a balanced use of public space in the HUA"](#)). These principles aimed to reclaim the HUA for day-to-day life, accommodating passers-by, pupils, teachers, and students who wish to linger in the area. Action 1 also laid the groundwork for implementing Action Plan 2, which would further define the public realm as a pedagogical tool, using "pretext objects" as an extension of the classroom. This would help pupils and students learn about the problems of the HUA, develop basic social inquiry skills, and engage in the design and implementation of urban design projects.

All the components of Action 1 involved direct engagement with local stakeholders through one-to-one meetings and public consultations. Different stakeholder categories, such as the HUA HoReCa (hotels, restaurants, canteens) community, relevant public institutions, and citizens, were involved separately to provide specific input. The main consultation process focused on the ["Guide for Placing Seasonal Terraces in the Historic Center of Braşov"](#), a working document for both Braşov Municipality's employees and businesses with terraces in the HUA. The approval of these guidelines was under the direct responsibility of the Municipality, aligning with existing regulations.

Expected results	Status
Create additional free public space in the HUA, co-design resting and relaxing places, initiating more liveable experiences for enjoying the time in the HUA, improving quality of life, and fighting gentrification	ongoing
Revision of the current legislation for the public domain occupation and legal definition	done
Principles and good practices for determining the necessary furniture and equipment in public places	done
Proposal for revision of the Regulation on the street trade conduct in Braşov	done
Revision of the procedure for temporary use of public places belonging to the public domain of Braşov	done
Public consultation with local actors	done
Adaptation of the revision proposal	done
Drafting the actual text of the Local Regulation and support in the Local Council for approval	not needed
Guidelines for furnishing public places in the Braşov HUA	done

Table 1: expected result (evaluated by the Hub team directly below)

Process evaluation

REVIEW OF EXPECTED RESULT: “Create additional free public space in the HUA, co-design resting and relaxing places, initiating more livable experiences for enjoying the time in the HUA, improving quality of life, and fighting gentrification”

The primary expected result was to create additional free public space in Braşov's Historical Urban Area (HUA), co-design resting and relaxing places, enhance the quality of life, and combat gentrification. According to the *Report on the implementation of the Guide for Placing Terraces in the Historic Center of Braşov*, the estimation of rentable terrace areas was based on the formula of 3.5x3.5m umbrellas declared by each commercial agent. In reality, the umbrellas used were spaced apart to increase the terrace area or larger umbrellas were simply used. The working tool for the responsible department within Braşov City Hall (PMBV) was a construction authorization from 2012, whose validity had expired.

The police did not have a firm criterion for field verification. In 2021, the official terrace area was 3290m², while the area measured in the field was 5106m², with 1816m² being used illegally. In 2023, before the start of the season, the municipality together with ABMEE representatives, marked the pavement for the areas that could be occupied by terraces on Republicii Street and in Piaţa Sfatului – the main commercial areas of the Historic Centre. As a result of this measure, the arrangement of terraces on Republicii Street and in Piaţa Sfatului improved significantly.

The guidelines on the maximum rentable area on certain streets were voluntarily followed by other commercial agents as well. The officially leased area had decreased to 3141m², with an estimated variation of 5%. The most significant reductions occurred in the key areas of Piaţa Sfatului and Republicii Street. In Piaţa Sfatului, the leased area was reduced by 50% from 1479m² to approximately 800m², achieving a reduction of 40% and reclaiming around 700 square metres for public use. Similarly, on Republicii Street, the leased area was reduced from 1442m² to approximately 1100m², with the introduction of public rest areas within the terrace zones.

The activity was documented in detail with before and after maps and pictures to visually represent the changes. This provided clear evidence of the reclaimed public spaces and the reduction in the area occupied by commercial terraces.

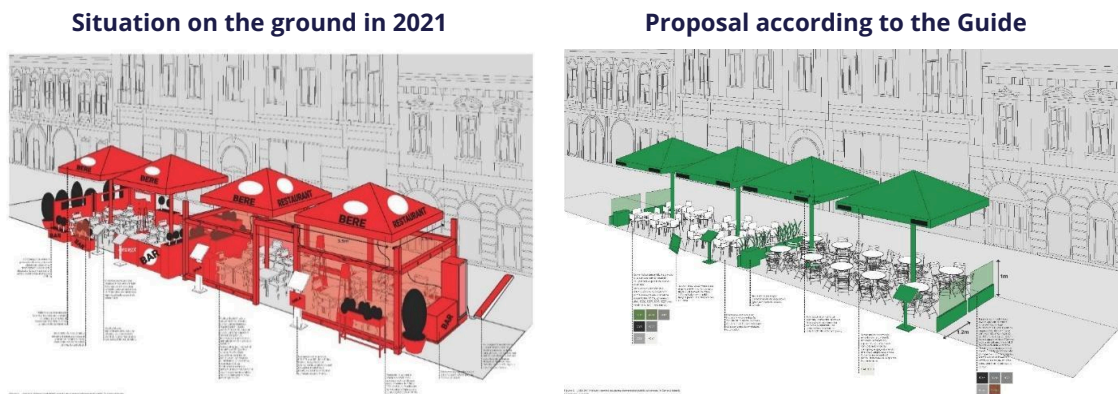


Figure 2: diagrams representing public space occupation by public terraces according to the Guide
Source: Report on the implementation of the Guide for placing terraces in the Historic Center of Braşov, p.9

In 2024, the municipality no longer marked the boundaries of the terraces on the ground and did not conduct on-site inspections. Under these conditions, several commercial agents expanded their terraces, including on Republicii Street and Piaţa Sfatului.

There arose again a significant difference between areas officially reported and actually occupied by the terraces (878m²), as reported by commercial agents. This difference is not as large as in 2022, but without the measures of the Guidelines being implemented by the Municipality, it will increase year by year. The arrangement of the terraces in Piaţa Sfatului, the city's main public space, remains unchanged, except for two merchants who added an extra row of tables in addition to the official ones. In 2024, the official terrace area is 2929m², while the area measured on-site is 3807m², with 878m² of terraces being used illegally.

REVIEW OF EXPECTED RESULT: Revision of the procedure for temporary use of public places belonging to the public domain of Braşov

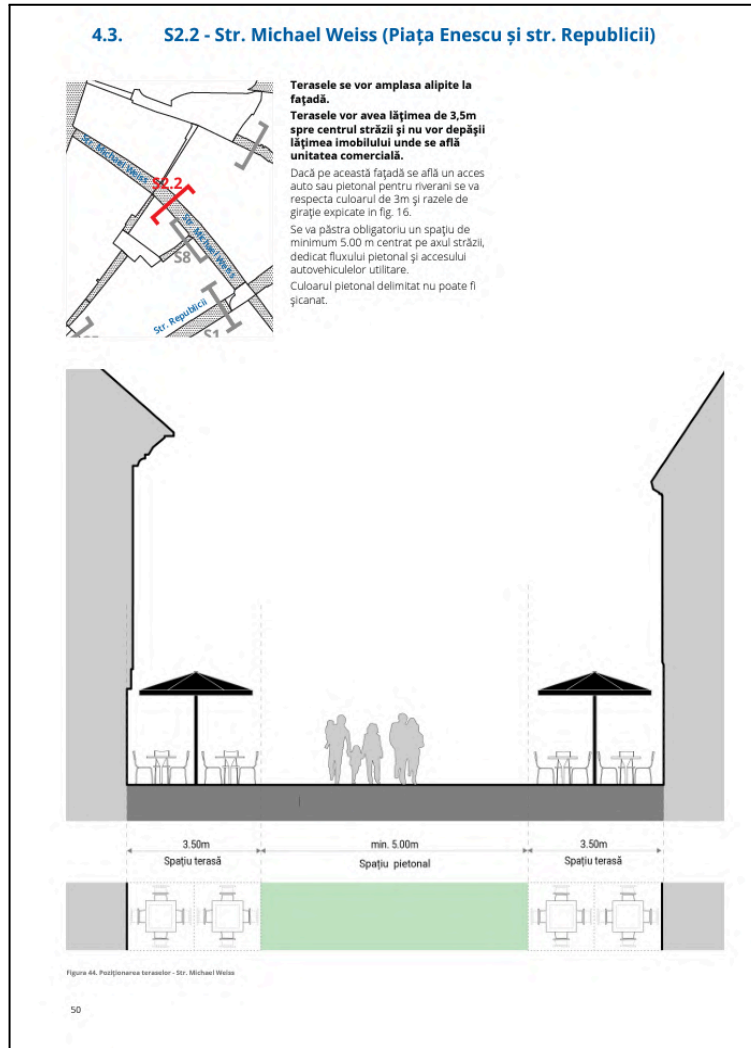


Figure 3: example of the terrace guidelines

The revision of the current legislation for public domain occupation and its legal definition in Braşov's Historical Urban Area (HUA) was a critical component of Action 1. This objective has been successfully achieved, as documented in the quarterly reports. In January 2023, the Guide for Placing Seasonal Terraces in the Historic Center of Braşov was completed.

These guidelines were developed through constant collaboration between experts and municipal clerks. The public consultation process also played a vital role in refining these guidelines. This process included a series of events such as a press conference, publication of the guide, discussions with the Heritage and Commercial Town Planning Service, the Chief Architect, and the technical department, as well as a public consultation. The public consultation, which took place on the 3rd of February, saw the participation of more than 50 individuals. This event was thoroughly documented with a detailed report, photos, and a list of attendees.

Following the consultations, several modifications were made to the guide, including changing the size of the tables from 75 to 60-80 cm. Overall, the Guide was positively received, with the main comments focusing on the need to strengthen the rules with systematic checks by the Local Police to ensure uniform enforcement. Most commercial operators agreed to revert to seasonal terraces and abandon the possibility of having closed and heated terraces during winter. Additionally, during the public consultation, the mayor proposed the idea of organising a public auction to purchase all terrace furniture in the historic area, so that merchants would rent not only the space but also the furniture elements.

After consulting with the commercial community, the Guide was launched on a one-year trial period. During this time, both merchants and the municipality tested the relevance of its provisions. Throughout 2023, the authors of the Guide remained in contact with the Commercial Urbanism Department of the Braşov City Hall and provided the necessary assistance for understanding the guide's principles and consultancy in the process of renting public space. Of all the guide's recommendations, those related to the homogeneity of the appearance were voluntarily followed, with several restaurants purchasing new furniture, white umbrellas, or other props. The lateral boundaries of the terraces disappeared entirely, and the officially rented area corresponded in 2023 with the area observed in the field.

The Guide made detailed recommendations regarding terrace layout for 11 street segments in the Historic Centre. Among these, the recommendations were fully followed in 2023 on Republicii Street and in Piața Sfatului, where the terrace boundaries were marked on the pavement with the guidance of the guide's authors who accompanied the city hall team on-site, according to the report produced after implementing the Guide. At the same time, on Sfântu Ioan and Apollonia Hirscher streets, the layout of the terraces complied with the Guide's provisions, voluntarily adopted by the operators in the area. However, the layout recommendations were ignored on Diaconu Coresi and Michael Weiss streets.

After one and a half years of implementation, there are still cases where the granting of terrace permits is questionable, and terraces violate basic rules regarding access for emergency vehicles or the free width of sidewalks (e.g. Apollonia Hirscher, Grigoraș Dinicu, Alecu Russo), as explained in the conclusions of the report drafted after the Guide's implementation. These issues are caused by:

- a higher number of requests than available spots
- the lack of a clear procedure for prioritisation
- the unclear legal status of properties
- the lack of updated topographic surveys, and
- the absence of a GIS database to register all issued permits and mark areas where permits cannot be granted.

Therefore, after the first year, the public domain administrator did not continue the implementation process of the Guide. The community of merchants was not invited to a concluding discussion, and the Guide remains optional. In other words, the administration has not yet entered the second phase of implementation, which would involve adopting the Guide through a Mayor's decision or a Local Council Decision. Under these circumstances, several merchants have reverted to practices the Guide aimed to eliminate, such as the illegal occupation of public space, visual clutter with garish symbols and advertisements, and large pieces of furniture that permanently occupy public space. There is again a discrepancy between the officially declared area and the actual situation on the ground (2929m² officially declared / approximately 3800m² observed). Despite this, most merchants continue to adhere to the Guide's recommendations. The zoning in Piața Sfatului (the central square) and Republicii Street is largely maintained.



Figure 4: example of the terrace guidelines

REVIEW OF EXPECTED RESULT: Drafting the actual text of the Local Regulation and support in the Local Council for approval

The guidelines were incorporated as an annex to the existing regulation: due to the specifics of the guidelines, which include practical considerations on how to apply the regulation, the guidelines were incorporated as an annex to the existing regulation rather than being established as a new regulation. The recommendation is for these guidelines to be approved by the Local Council to ensure proper implementation. The adoption of these measures will contribute to urban regeneration and improve the quality of life in Braşov's HUA.

Adoption through a Mayor's Decision was another approval method considered by the Municipality, but this has not materialised yet. The reasons for this non-commitment have not been communicated.

REVIEW OF EXPECTED RESULT: Guidelines for furnishing public places in the Braşov HUA

The guide for placing public furniture in the Historic Centre was finished in October 2023. The comprehensive "Guide for Placing Public Furniture in the Historic Centre of Braşov"⁴ provides detailed recommendations and standards for the placement and design of public furniture, ensuring that these elements contribute to a cohesive and welcoming urban environment.

The implementation of the Guidelines was designed in two stages: short-term and medium-term.

E1 Tactical Urbanism (short-term) involved relocating the benches currently owned by the administration (a single type of bench, with a backrest, seating four people, internally referred to as the "Spanish Bench"), as well as increasing the number of benches through relocation from other areas of the city where there is a surplus. Thus, in 2023, the administration undertook a reversible exercise of relocation and adoption of new principles for placing public furniture. They had the opportunity to evaluate the advantages and disadvantages of the new system and make certain amendments to the Guide. Based on the Guide and the conclusions of the tactical urbanism stage, the administration can improve the specifications in the tender documents for acquiring new public furniture specific to the central area, which allows for implementation in the medium term - Stage 2. The streets where this stage was implemented are:

M. Wiess Street
implemented

Mureşenilor Street
implemented

A. Hirscher Street
implemented

Republicii Street

partially (benches were installed in the central part of the street, and fewer benches were placed near facades)

Intersection of G. Dinicu + J. Gott Street + Alecu Russo Street

partially (a bench was installed on J. Gott Street)

E2 Medium term involves the permanent implementation of the guide's provisions and the acquisition of public furniture pieces that are uniform in appearance but diverse in functionality (e.g., multiple types of benches/ seating areas).

To date, the public domain administrator has partially implemented the tactical urbanism phase.

This phase was implemented by relocating existing benches within the Historic Centre, without increasing the number of seating places. Public benches were practically relocated at the beginning of March 2024 to new positions in accordance with the detailed provisions in the Guide (as shown on the pages above) on streets such as Mureşenilor, Michael Weiss, Republicii, Nicolae Bălcescu, Apollonia Hirscher, and Alecu Russo.

⁴ <https://hubin.abmee.ro/library/hub-in-brasov-ghid-de-amplasare-a-mobilierului-public-in-centrul-istoric-al-brasovului/>
D5.3 Evaluation Report (Braşov)

Following this exercise, the repositioning of benches has proven beneficial in a number of ways:

used by passersby

They are used by passersby, enriching areas that previously lacked spaces for resting and relaxation with urban furniture. In this regard, the area transformed most radically is near the Catholic Cathedral (Mureşenilor Street), now functioning similarly to a small square. Similarly, Michael Weiss Street has undergone significant transformation from a simple corridor to an area combining promenades, quick crossings, and relaxation.

simple transformations

In addition to this situation during the field visit, was noted the transformation brought about by a bench placed on Alecu Russo Street. Although initially appearing minor, this intervention is an excellent example of the transformative power of public space through furniture. Positioned in the shade, in a small urban niche on a secondary but frequented route by locals, this bench has created a new spot - a pleasant refuge that seems to have always been there.

creating new routes

The relocation of benches has created a diagonal route through the Historic Centre, where public benches are consistently placed approximately 40 metres apart - a functional model of how the entire area could operate. This route connects the Livada Poştei transport hub to the opposite end of the Historic Centre - the small square at the intersection of Castelului Street and Apollonia Hirscher Street.

freeing up facades and walkways

At the same time, part of the trash bins was also relocated from Mureşenilor Street in accordance with the guide's recommendations, thereby freeing up building facades and pedestrian walkways.

challenge: some unexpected relocations

However, the arrangement of benches in the tactical urbanism phase was disrupted by the start of the season and the occupation of public space by restaurant terraces in the area. Specifically, benches planned for Michael Weiss Street were entirely relocated to accommodate terraces, and the number of benches on Republicii Street was reduced.

The tactical urbanism phase has yielded positive results. From the perspective of the team that developed both the "Guide for Placing Public Furniture" and the field analysis, the proposed positions have contributed to improving the quality of public space. The recommendations from the Guide can be adopted and adapted by the services of the municipality in preparation for acquiring specific furniture for the historic centre and subsequently starting Phase 2 - medium term.

The full successful implementation of the guide depends on several additional considerations.

Simply applying the rules of the guide without sustained support from the administration is not enough for the Guide's provisions to succeed. Therefore, to achieve the maximum effect of this guide, the following are necessary:

- a. *parallel implementation* of the "Guide for Placing Seasonal Terraces in the Historic Center of Braşov" and their adoption as local regulations.
- b. *involvement of authorities* (e.g., local police) in constant field inspections to prevent the relocation of furniture by residents or business owners in the area.
- c. *continued field observations* by those responsible for maintaining public furniture and potential collaboration with architecture and urban planning experts to integrate citizen observations and feedback.

Outcome: More public space with less agglomeration, more coordination

2021 measurements found a 1,816m² discrepancy between recorded and actual terrace use (55% above the official limit): looking at the outcome indicators (see Figure 4 below), the initial official records from the Municipality indicated in 2021 that the total area occupied by terraces in the HUA was 3,290 square metres. However, on-site measurements conducted by experts revealed that the actual occupied area was significantly larger, totalling 5,106m². This discrepancy of 1.816m² highlighted the need for more accurate monitoring and regulation of public space usage.

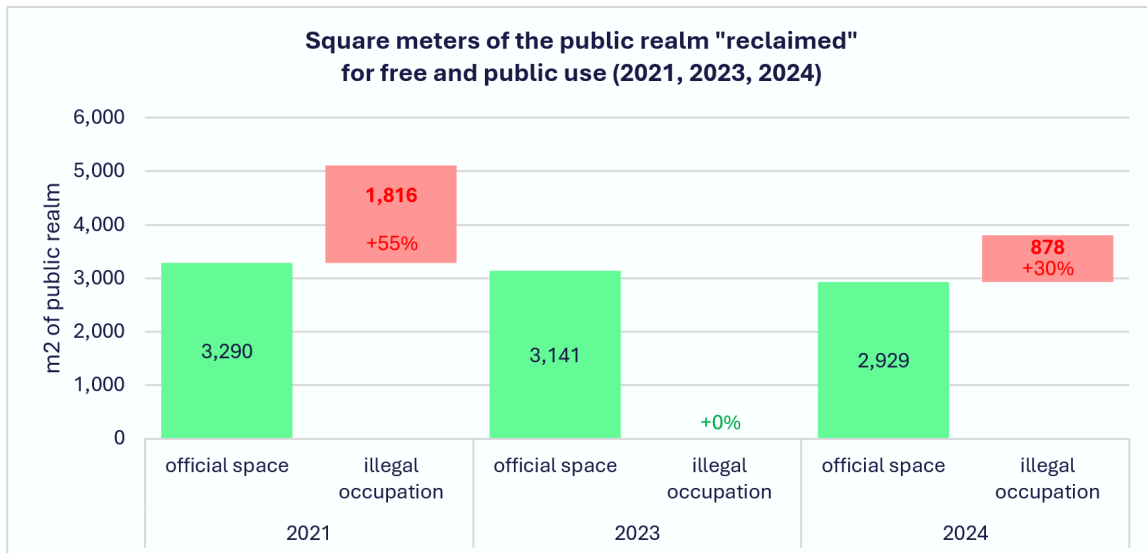


Figure 5: square metres of the public realm "reclaimed" for free and public use 2021 vs. 2024

Efforts to reclaim public space reduced illegal terrace occupation to 878m² by 2024 (30% above the official limit), according to the *Report on the guide for placing seasonal terraces* produced in 2024. The official data for 2024 showed that the officially leased terrace area has decreased to 2,929m² (see Figure 5 above), while the actually used measured area on the ground was 3,807m² - a net difference of 878m² of the terrace being used illegally. A substantial decrease was observed in key areas such as Piața Sfatului - specifically in Piața Sftului from 1008.50m² in 2021 to around 649.25m² in 2024.

The total reclaimed area suggests a significant portion of the public space was freed (938m²), based on the difference between the initial on-site measurements (1,816m²) and the final official data (878m²). The changes were thoroughly documented, with before and after maps and photographs providing visual evidence of the reclaimed spaces. The *Report on the guide for placing seasonal terraces* produced in 2024 provides detailed insights on the reduction in terrace areas, aligning with the project's objectives to enhance the public realm.

One bespoke indicator aimed to monitor any changes in the proportion of the total officially allowed space taken by HoReCA in Brașov's Historical Urban Area (HUA). The target was set to ensure that the proportion of space occupied by these commercial terraces did not exceed 150% of the officially allowed space. This measure was important in preventing the illegal occupation of public spaces and ensuring that urban areas remained accessible and enjoyable for the general public.

However, without specific measures, illegal expansion looks likely to increase year by year: the re-evaluation made in 2024, presented in the *Report on the implementation of the guide for placing public furniture* revealed that several commercial agents had illegally expanded their terraces, including in the two main areas. A significant difference has re-emerged between the area officially reported by commercial agents and the area occupied by the terraces (878m²). This difference is not as large as in 2022, but without specific measures to enforce the guidelines / address this slippage, it is expected to increase year by year.

Outcome: Increased sense of place for local communities

The evaluation of these outcome indicators are based on the community perceptions report (*"Perceptions on Braşov - comparative report post-implementation HUB-IN project"*) into the effectiveness of the interventions and highlights areas for continued improvement and focus. The report describes in detail the change in community perceptions via surveys conducted "before" and "after" the implementation of the project. The data reflects a community that values the cultural and historical significance of the HUA while also recognising the need for ongoing maintenance and management efforts to enhance its overall appeal and functionality. The HUB-IN project's output indicators on stakeholder consultations and the visual documentation of microsites demonstrate a significant engagement with various community groups and the effective utilisation of before-and-after comparisons to illustrate the impact of the interventions.

The consultations involved a diverse group of participants by age, gender and sector. The project reports detailed these consultations through various events, including public meetings, workshops, and direct engagements with specific stakeholder groups. This comprehensive approach ensured that a wide range of perspectives was considered in the planning and implementation phases. The key findings are mainly related to the diversity of participants and the sector representation. The consultations included a balanced representation of different demographic groups, ensuring that the voices of both young and older citizens were heard.

The gender distribution was also equitable, promoting inclusive decision-making. Stakeholders from various sectors, including educational institutions, local businesses, and public authorities, were actively involved. This multisectoral approach facilitated a deep understanding of the needs and expectations of the project

Outcome: Increased sense of place for local communities

400 responses from local residents were received for pre- and post- community surveys (random sampling, no quotas), to achieve a 5% margin of error.

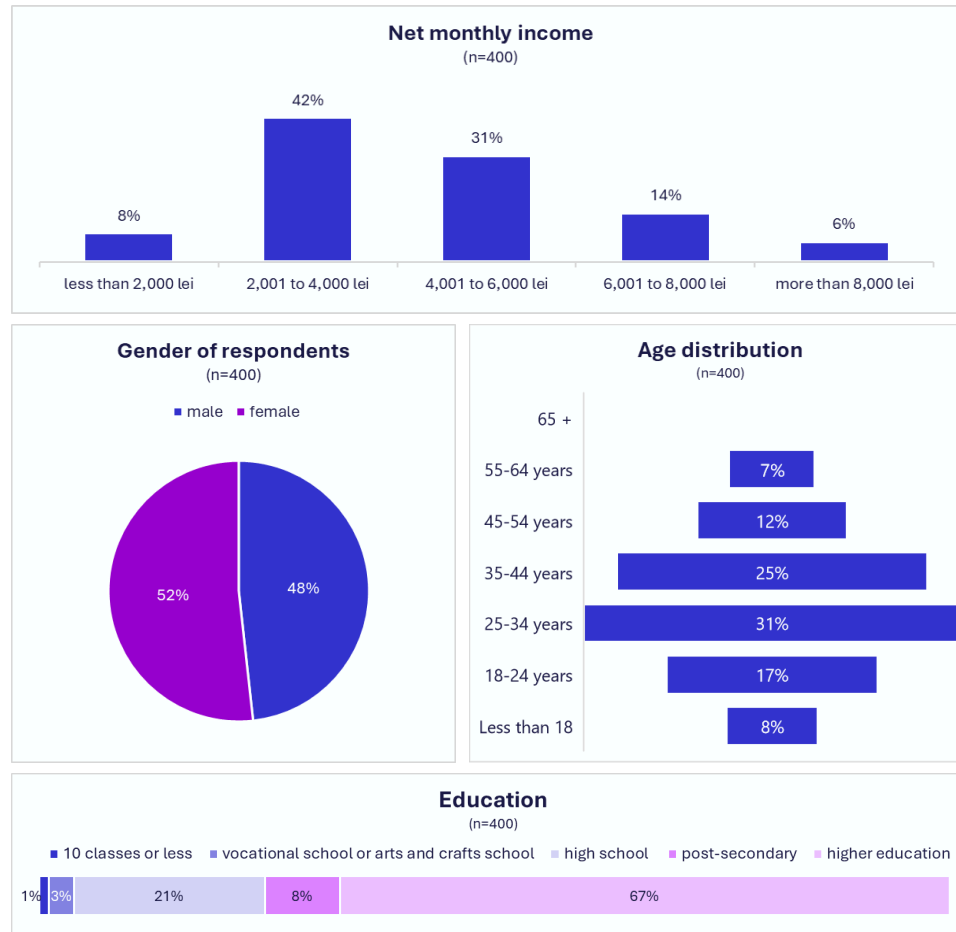


Figure 6: demographics of respondents to the pre- and post- community surveys

The profile of respondents indicates a diverse and well-represented community:

balanced gender

the post-implementation survey included a balanced gender distribution, with 52% women and 48% men.

age

most respondents were aged between 35 and 54, reflecting a middle-aged demographic group.

education

the majority of respondents had higher education, suggesting a well-educated community capable of engaging with and supporting urban development initiatives.

income distribution

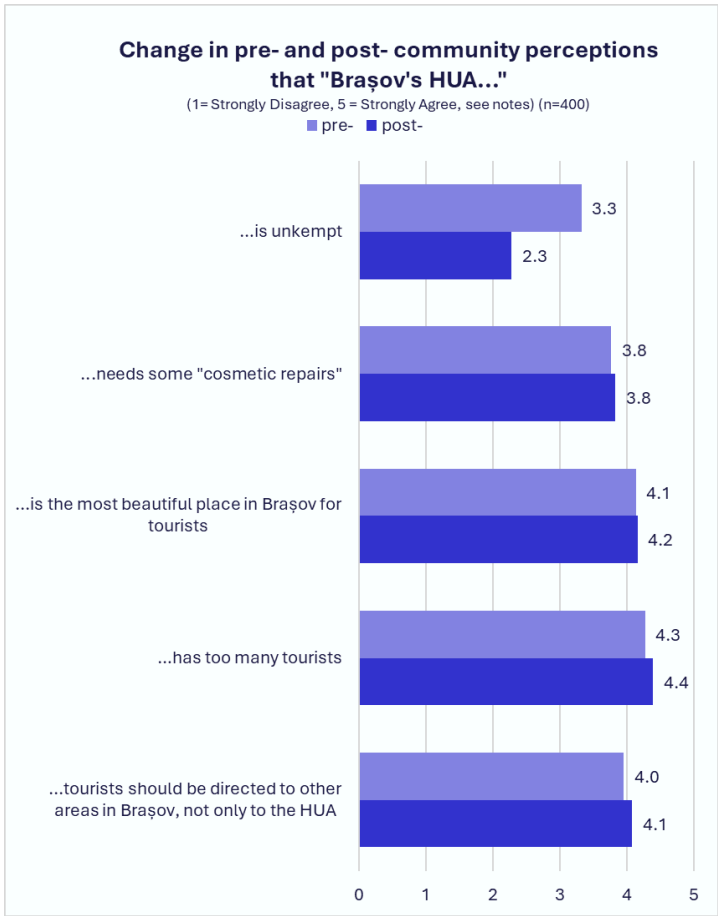
was varied, with a concentration in the middle and upper-middle income categories, indicating economic stability among respondents.

home ownership

81% of respondents lived in privately owned homes, highlighting residential stability.

These demographics provide a comprehensive understanding of the community involved in the perception surveys, ensuring that the feedback reflects a broad range of perspectives and experiences within the HUA.

The community respondents evaluated a set of attitudes using a score of 1-5 (e.g. 1 = "Strongly Disagree", 5 = "Strongly Agree"). N.B. the 3rd party co-ordinating the pre- survey presented mean scores and this format is retained in the post- results to enable like-for-like comparison. More detail is split out in the post- results to follow, as they were accessible for this.



Figures 7: change in community pre- and post- perceptions

Perceptions of the HUA being unkempt have improved slightly:

- *Before the Regulations, respondents generally agreed that the HUA was unkempt*
The pre- survey shows a mean score of 3.3 across all respondents - i.e. the average perception amongst Braşov community is some degree of agreement with the statement that "the HUA is unkempt" (a 2.5 score would be indifferent).

These pre- scores were taken prior to the terrace-use regulations and guidelines being published and taken up by the terrace organisations. As per Figure 5 and its supporting commentary above, this is a period where 1,816m² of the public realm are being occupied illegally with terraces and their furniture - a 55% excess above the officially allowed (and reported) space).

- *After the Regulations, respondents generally disagreed that the HUA was unkempt*
The post-survey shows a mean score of 2.3 across all respondents - i.e. the average perception amongst Braşov community is some degree of disagreement with the statement that "the HUA is unkempt" (2.5 would be indifferent). This is a reduction of a full point, the largest change.
- *Likely contribution of the Action*
As the Regulations were the only significant public realm action taking place that may affect untidiness, the Hub team is confident that Action 1 is a significant, if not the main, contributor to this improvement.

Other perceptions (e.g. tourism and cosmetic repairs) are broadly unchanged.

Whilst there is some movement (for example, a minor increase in the perception that the HUA has too many tourists - from average 4.3 to 4.4) this change is too small to draw conclusions from.

The distribution of post-survey scores show varying strengths of agreement, giving a more granular view of potential detractors and advocators (see Figure 8).

- **Most now disagree that the HUA is unkempt:** only 7% strongly agreed that the HUA was unkempt and a majority (61%) either disagree or strongly disagree .

Key takeaway: this could indicate a general satisfaction with the maintenance efforts in the area, reflecting positive outcomes from the implemented interventions aimed at improving aesthetic appeal.

- **The community however still sees room for further improvements:** concerning the attitudes of the HUA needing cosmetic repairs, a large portion of respondents (62%) agreed or strongly agreed that the HUA requires cosmetic repairs.

Key takeaway: this highlights a continued perception of the need for ongoing maintenance and aesthetic improvements to enhance the visual appeal of the HUA. Although interventions have been made, the community still sees room for further improvements.

- **Challenges remain in balancing the HUA for tourists and community:** one in three respondents (76%) recognise that the HUA is the most beautiful place in Braşov for tourists. However, the strongest view is also that there are a large number of tourists (85%) and, ideally, some need to be redirected to other areas of Braşov (73%). This recognises a desire to balance local and tourist interests.

Key takeaway: this perception underscores the challenges of managing tourist flows to avoid overcrowding, which can detract from the local experience and strain infrastructure.

The HUB-IN project's output indicators on stakeholder consultations and the visual documentation of microsites demonstrate a significant engagement with various community groups and the effective utilisation of before-and-after comparisons to illustrate the impact of the interventions.

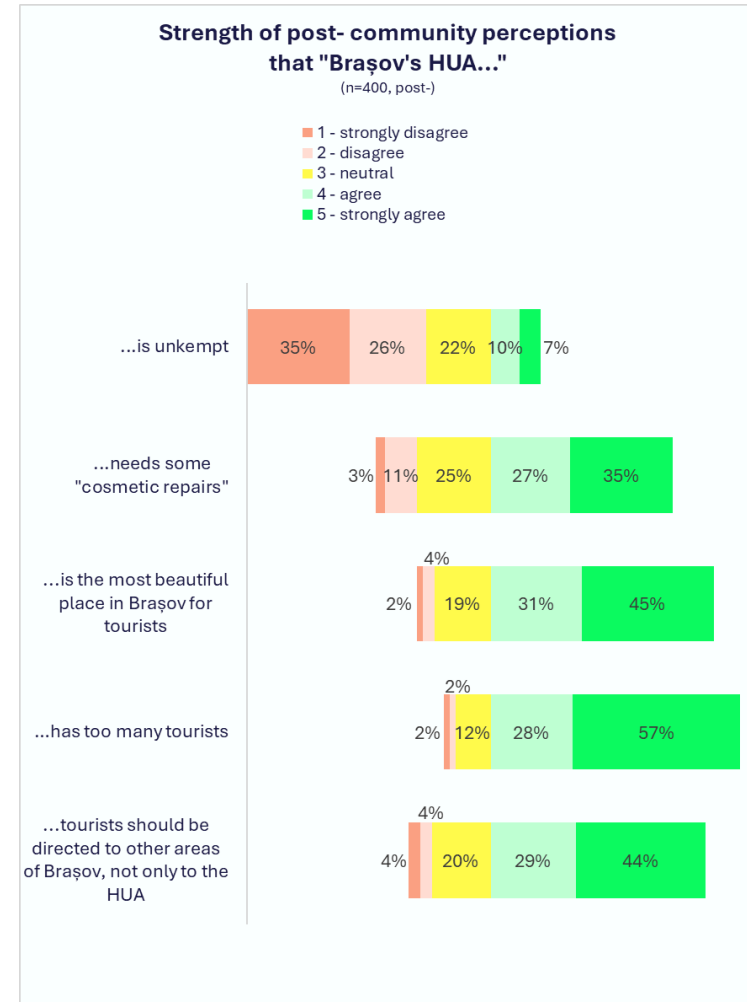


Figure 8: strength of community post- perceptions (i.e. detractors and advocators)

Next steps

After the first year, the public domain administrator did not continue the implementation process of the Guide - i.e. it has not yet entered the second phase of implementation, which would involve adopting the Guide through a Mayor's decision or a Local Council Decision. The community of merchants was not invited to a concluding discussion, and the Guide remains optional. This could pose a risk to the long-term impact of the actions.

Most merchants continue to adhere to the Guide, however there are violations. As detailed above, after 1.5 years of implementation, there are still cases where the granting of terrace permits is questionable, and terraces violate basic rules regarding access for emergency vehicles or the free width of sidewalks

This, alongside the 878m² loss made between 2023 and 2024, highlights the need for enforcement of terrace guidelines to be strengthened, whether through leveraging the same soft power and HoReCA sector goodwill that led to the great initial success in 2021-2022, or more formal and structured governance and institutional support.

Some follow-through is therefore necessary to ensure the longer term continuity of gains made, and help to prevent the return to illegal expansion into the public space. In the Hub team's view, specific measures to enforce the guidelines / address this slippage are needed to prevent an increase year by year.

The precise next steps depend to some extent on the outcomes of local and national elections. Following the local elections, a new mayor will start the mandate in November. Further, there are numerous changes in the departments that cooperated with the Actions, and in December 2024 there will be national elections: so, the political context is facing significant change and only once the political context is more stable will it be possible to decide on next steps.

Ideally, the Hub's ongoing public space evaluations can inform adaptive action as needed, with the appropriate institutional decision-makers able to effect enforcement. Given the challenges observed with the gains in public space reclamation in 2023 being lost by 2024, it is important to ensure that local data collection consistently informs responsive governance actions, once the local political uncertainties are resolved. By actively integrating such links between the observed behaviours in the terraces and the institutions able to take corrective action, the Action's successes can more securely be safeguarded and developed into the medium and longer term.

2.2. ACTION 2: PRESENTING THE HISTORIC CITY AS A CLASSROOM

Key metadata

Action theme

Creating the ecosystem infrastructure
Acceleration programmes/challenge calls
Placemaking
Co-creation and community engagement
Art and creativity

Action clusters

New Lifestyles
Resilient and Human Connected Places

Expected outcomes (city level)

Increased sense of place for local communities
Improved skills for future generations of the HUA (participative planning, co-design etc)

Expected impacts (programme level)

1: reversing abandonment and neglect of historic heritage
(cultural)

2: new blueprints for regeneration with enhanced wellbeing and quality of life
(social)

4: cross-sector collaboration, job opportunities and skills
(economic)



Operational results

This action has the goal to engage and upskill high-school students and provide meaningful engagement with heritage / the heritage area through co-creating a series of “Pretext Objects” within the public realm.

This takes place through acceleration and mentoring programmes for students on the topic of architecture in the public space in a context-centred manner reflecting the culture, values, concerns, interests and lifestyles of community members - for the design and construction of pretext objects.

The students designed urban furniture prototypes using a Design Kit which were then refined and executed, resulting in the installation of new furniture, the pretext objects, in Brassai, Sf. Ioan, Apollonia Hirscher, and Paul Richter Squares. The installation of these objects was part of a broader effort to make the public space in the HUA more accessible and engaging.

In addition to designing and installing public furniture, students contributed to 52 analyses and interviews that now make up the Old Centre's first digital database. These include:

- 24 moving map questionnaires on high school students' favourite pastimes and routes in the Old Town area
- 4 analyses of pedestrian movement in four Old Town locations
- 24 interviews with locals in four locations in the Old Town

Thus, the action is intended as a catalyst for heritage-led community engagement, learning and stimulation of new creative enterprises.

Expected results	Status
Involvement of at least 15 students from the HUA in the 4 workshops planned	done
A set of 3-5 “pretext objects” co-designed with students from schools and the University	done
An increased use of the public landscape with culturally meaningful designs	ongoing
A more active community around the transformation of the HUA	ongoing
Increased awareness of issues related to the abandonment of buildings and degradation of built heritage	ongoing
An acceleration and mentoring program	done
Pitching event with a jury and the involvement of at least 5 local furniture producers are also envisaged	done
Collected data and interviews, which can be uploaded into the HUB-IN project Geotool	done
HUA will regain its importance as a central public space where high school students and associated parties can rehearse, test, and experiment with social action	ongoing
Create a more socially aware generation of youngsters and have a direct impact on how the space of the HUA is used and perceived	ongoing
Create more realm in the HUA, design more resting and relaxing places, initiate more liveable experiences for enjoying the time in the HUA, contribute to the improved quality of life, and support the fight against gentrification	ongoing

Table 2: expected results (evaluated by the Hub team directly below)

REVIEW OF EXPECTED RESULT: Involvement of at least 15 students from the HUA in the 4 workshops planned

The first expected result of Action 2 aimed to involve at least 15 students from the HUA in four planned workshops. This goal was achieved. Overall, the documentation from attendance lists shows that approximately 41 students (high school and university) participated in the workshops, exceeding the initial target by 26 students. This substantial involvement underscores the project's impact in cultivating a community of young individuals dedicated to the sustainable development and preservation of their heritage area. The profile of the participant in the "City as a Classroom" program is a young person who has the natural desire to contribute to the improvement of the environment and has the necessary skills to turn ideas into reality.

These young people show interest in areas such as architecture, urbanism, urban design, product design and others related to the evolution of the city. In its 2023 edition, the program involved more than 40 pupils and students in active learning by doing and trial and error process, which included stages of analysis, ideation, design, prototyping and testing. The detailed summary of student participation highlights a large engagement across the multiple sessions:

The first workshop counted on the presence of approximately 30 high school students actively participating, indicating a strong initial interest and involvement.

The second workshop included about 24 students from both high school and university, reflecting a broadening of the participant base to include a diverse group of young individuals.

An additional workshop for planning the Summer School involved 11 participants, demonstrating ongoing commitment and preparation for subsequent activities. The Summer School had around 29 students participating, though attendance varied throughout the days. This variability suggests the flexible engagement of students over an extended period.

The fourth workshop maintained strong participation with 20 students involved in the activities.

Furthermore, an additional workshop held in March 2024, had 14 participants, illustrating sustained interest and engagement in the project's later stages. On the day of installing the pretext objects, 9 students were documented as active participants, reflecting their direct involvement in the project's implementation phase.



REVIEW OF EXPECTED RESULT: A set of 3-5 "pretext objects" co-designed with students from schools and the University

The target set (3-5 pieces) was not only met but exceeded, with the installation of 11 "pretext objects" across four intervention squares, showcasing a diverse range of creative designs:

- [The articulated bench](#) (2 pieces)
- [The boat bench](#)
- [The wheelbarrow bench](#)
- [The snake bench](#)
- [The simple bench](#) (2 pieces)
- [The gazebo](#)
- [The pendant](#)
- [The triangles bench](#)
- Pole (2 pieces)



Process evaluation

This Action aimed to engage and upskill high-school students by involving them in an acceleration and mentoring program focused on architecture in public spaces in a context-centred manner reflecting the culture, values, concerns, interests and lifestyles of community members - for the design and construction of pretext objects.

The activity counted on significant participation from approximately 41 students in 5 workshops organised (high school and university). The students' engagement resulted in the design and development of approximately 20 prototypes and creation of eleven "pretext objects".

This hands-on data collection allowed students to understand the historical context and community needs better, turning the HUA into a space for experimentation and creative reinterpretation of historical spaces.

The acceleration and mentoring program further enriched the student's learning experience by offering workshops, thematic mentoring, and opportunities for students to pitch their ideas. This integrated approach equipped students with practical skills and inspired them to contribute to urban regeneration and cultural heritage preservation, fostering a generation dedicated to their community's sustainable development.

Support from Transylvania University and local organisations was crucial, providing technical resources and expertise. The university's Faculty of Wood Engineering and Furniture Design, along with NGOs like De-a arhitectura, HEBLU and De Graph 29, offered guidance and resources throughout the project. Design workshops led to the creation of pretext objects, which became key resources for Braşov's Hub of Innovation. The acceleration program promotes the "City as a Classroom" concept, facilitating open-air classes, public discussions, and cultural events, thus enriching the educational and cultural landscape.

Overall, the project engaged students in meaningful ways, encouraging them to take active roles in their community. The hands-on experience of designing and installing public furniture not only provided practical skills but also fostered a sense of ownership and responsibility towards the HUA. This engagement has had a powerful and hopefully lasting impact on the students according to the feedback collected

REVIEW OF EXPECTED RESULT: Increased use of the public landscape with culturally meaningful designs

By layering the ideas born within the program over time, the city space gained a new purpose – that of an extension of the school space, a playground for civic experiments, and the city as a third teacher. The vision of the old city centre was enriched with an important nuance for locals who had fewer and fewer reasons to spend time in the historic area.

The installation of pretext objects increased the use of the public landscape in Braşov's HUA with culturally meaningful designs, as revealed in the report "Pretext objects post-installation - Comparative report". Before the installation, each square exhibited unique usage patterns primarily influenced by its existing amenities and location. Post-installation data revealed an increase in engagement and interaction within these urban spaces, especially regarding social activities and the duration of visits. For example:

Paul Richter Square

The presence of new benches transformed it from a mere transit point to a more engaging space. Pre-installation observations showed minimal activity in the mornings, with a mix of locals and tourists during noon and evening.

Post-installation, the square saw increased interactions, particularly among families and children, who utilised the new seating areas for social gatherings.

This shift indicates that the culturally meaningful designs of the pretext objects contributed to a more vibrant and interactive space

Brassai Square

Previously frequented mainly for its brunch terrace, this square experienced an enhancement in visitor engagement due to the new benches.

Post-installation surveys noted a slight increase in relaxation and social activities, reflecting the improved ambience created by the new installations.

The benches and interactive elements encouraged visitors to spend more time in the square, thereby increasing its use and social appeal.

Apollonia-Hirscher Square

Saw a positive impact from the installations. The new interactive elements and benches increased the average time visitors spent in the square, fostering greater social interaction among locals and tourists alike.

This change underscores the effectiveness of culturally meaningful designs in enhancing the utility and attractiveness of public spaces.

Sfântu Ioan Square

The new installations in Sf. Ioan Square promoted increased social interaction, particularly among families and children. The presence of new benches and interactive elements encouraged longer visits and more communal activities. A few families were observed spending more time in the square, some children engaged with the interactive elements, and social groups used the benches for gatherings.

Cultural appreciation remained significant in Sf. Ioan Square. Visitors continued to express strong admiration for its historical and architectural significance. Post-installation data showed sustained cultural engagement, with visitors taking more time to explore and appreciate the historical context of the square. The new installations also highlighted and complemented the square's cultural elements, enhancing visitors' overall experience.

The perception of the pretext objects in Sf. Ioan Square was positive. Visitors appreciated the new benches and interactive elements, noting their contribution to the square's social and aesthetic appeal. The installations were praised for making the square more engaging and interactive, particularly for families and children.

Overall, the activities successfully impacted the use of the public landscape through the introduction of culturally meaningful designs. These installations not only improved the aesthetic and functional aspects of the squares but also promoted longer visits and greater social interaction, thereby enriching the cultural experience of the HUA.

The new urban furniture installed in the HUA of Braşov provides pleasant spaces for rest and recreation for locals (retirees) and tourists, who have the opportunity to take a breath of fresh air and quietly admire the beauty of the landscape offered by the forest on Mount Tampa, the moving cable car, or the wonderful architecture of the old houses in the area.

REVIEW OF EXPECTED RESULT: A more active community around the transformation of the HUA

A comprehensive approach that involves a wide range of stakeholders was used to achieve the expected result of creating a more active community around the transformation of the HUA. The project team made a concerted effort to include students from various high schools in the HUA, university students, locals, local businesses, and local authorities.

This inclusive strategy aimed to ensure that all voices were heard and that the community felt a sense of ownership and involvement in the project. The engagement strategy includes organising at least four micro-events to activate the community around the pretext objects and the four squares (planned between July and November 2024). These events are designed to bring people together and encourage participation in various activities, fostering a sense of community and collaboration.

The intention is to create a positive impact that can extend beyond the immediate circle of participants and benefit the wider HUA region. The range of stakeholders involved, in figures:

- over 40 students participating in the acceleration program
- nine mentors
- nine members of the jury
- seven members of HUB's governance structure

REVIEW OF EXPECTED RESULT: Increased awareness of issues related to the abandonment of buildings and degradation of built heritage

The "City as a Classroom" education program was designed to raise awareness about the pressing issues related to the abandonment of buildings and the degradation of built heritage. Through this program, participants received a comprehensive set of tools and resources that enabled them to better understand heritage and appropriate interventions in the HUA.

The program focused on highlighting the importance of preserving built heritage and encouraged participants to take an active role in its protection. The activity effectively promoted sustainable development and the preservation of cultural heritage, fostering a deeper understanding and commitment to protecting the historical assets of our cities for future generations. Regarding the perception of the level of maintenance of the Historical Urban Area (HUA) of Braşov, the report "Perceptions on Braşov - comparative report post-implementation HUB-IN project" reveals a diversity of opinions among respondents. It is interesting to note that the majority of respondents disagree with the statement that the Historical Urban Area is unkempt.

To inform the community about the pretext objects installed in the square and to gather their valuable feedback, QR codes have been installed on each object. Examples below:

The articulated bench

We need your opinion! [Here](#)

The articulated bench is a versatile piece of furniture that can be used for various purposes. Whether you want to take a break during a solo walk or share interesting things with friends, this bench provides ample space to accommodate your needs. You can easily adjust it to your liking and make the most of its features.

CREATION
Le Papillons Team: Răzvan Taină, Ariadna Scripcenco, Timotei Marcu, Ileana Rebeca Crăciun și Cezar Schiopu.
GENERAL DESIGNER
S.C. Alexandru Belenyi Architecture Office S.R.L.
CONTRACTOR
S.C. Kaustik Production S.R.L.

Eleven pieces of street furniture, including this bench, were created to promote discussion and interaction between visitors and residents of the Historic Urban Area.
In 2023, a group of students participated in the "City as a Classroom" educational program and developed street furniture proposals for four squares in the area. The students used a "Design Kit" to create prototypes, which were then refined and executed, resulting in the installation of the furniture in Brassai, St. John, Apollonia Hirscher and Paul Richter Squares.
This furniture is open to everyone and serves as a symbol of common space without labels or restrictions.

The Agency of Braşov for the Management of Energy and Environment/ ABMEE represents Braşov Municipality in the HUB-IN project, funded through the EU's Horizon 2020 program, an initiative aimed at supporting the urban regeneration process of the Historic Urban Area.

We need your opinion! Fill out the questionnaire available here: <https://rb.gy/1z6hs5>

We encourage you to also test the other furniture items located in Brassai, St. John, Apollonia Hirscher and Paul Richter Squares.

Foişorul

Avem nevoie de părerea dvs.! [AICI](#)

Foişorul este o structură simplă care se sprijină superficial pe zidul de piatră și preia vegetația care crește în abundență pe zid. Aici puteți să vă opriți, să vă bucurați de răcoare sau să vi-l fixați ca loc de întâlnire.

CREAȚIE
Echipa Green Gang: Anda Buta, Smaranda Mănduc, Alexandru Pitea, Horia Iana, Alexandru Fabian și Glória Szőke.
PROIECTANT GENERAL
S.C. Birou de Arhitectură Alexandru Belenyi S.R.L.
EXECUTANT
S.C. Kaustik Producție S.R.L.

Această bancă, împreună cu alte 11 obiecte de mobilier urban, au fost create pentru a avea un pretext de discuție și întâlnire, o punte între vizitatori și localnicii din Centrul Istoric. În 2023, un grup de elevi și studenți, au luat parte la programul educativ de inovare "Orasul ca Sală de Clasă", printr-un proces iterativ și experiențial, aceștia au conceput, testat și finalizat propuneri de mobilier urban pentru Piațetele Brassai, Sf. Ioan, Apollonia Hirscher și Paul Richter. Prototipurile au fost realizate utilizând elementele unui "Design Kit" la scară reală, au trecut apoi printr-un proces de proiectare și execuție, regăsindu-se acum în cele patru piațete din Centrul Istoric. Acest mobilier reprezintă un gest de bun venit pentru orice trecător. Ele sunt simboluri ale spațiului folosit în comun fără restricții, fără pretenții, fără etichete.

Agenția pentru Managementul Energiei și Protecția Mediului Braşov/ ABMEE reprezintă Municipiul Braşov în proiectul HUB-IN, finanțat prin programul Orizont 2020 al UE, inițiativă menită să susțină procesul de regenerare urbană a Centrului Istoric.

Avem nevoie de părerea dvs.! Completați chestionarul disponibil aici: <https://rb.gy/d5m9d1>

Vă încurajăm să testați și celelalte obiecte de mobilier situate în Piațetele Brassai, Sf. Ioan, Apollonia Hirscher și Paul Richter.

The triangles bench

We need your opinion! [Here](#)

The triangles bench is a versatile bench with an "inside". You can use it with several friends at the same time. It also has a movable element that turns it into either a chaise-longue with a view of the Tâmpa, or a bench more suited to comfortable seating.

CREATION
Sonic Team: Robert Claudiu Alexandrescu, Maria Irina, Bianca Mesaroş, Daniela Muntean, Brianna Rusu, and Aura Demetra Zahiu.
GENERAL DESIGNER
S.C. Alexandru Belenyi Architecture Office S.R.L.
CONTRACTOR
S.C. Kaustik Production S.R.L.

Eleven pieces of street furniture, including this bench, were created to promote discussion and interaction between visitors and residents of the Historic Urban Area.
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We need your opinion! Fill out the questionnaire available here: <https://rb.gy/1z6hs5>

We encourage you to also test the other furniture items located in Brassai, St. John, Apollonia Hirscher and Paul Richter Squares.

Figure 9: example opinion-gathering posters for pre-text objects

REVIEW OF EXPECTED RESULT: An acceleration and mentoring program



The "City as Classroom" was the first edition of an annual innovation program aimed at introducing high school students to the principles of urban improvement. The goal of the program is to develop specific proposals for making the public space in the HUA more accessible through co-creation and co-design. The educational innovation program "City as a Classroom" proposes an idea accelerator in the field of tactical urbanism, in which pupils and students develop prototypes of urban furniture in situ, in the historical area of Brasov, inside the former fortification walls.

The innovation program is an experimental one and involves an iterative process of

analysis and reflection. It uses elements of the Design Thinking methodology and goes through the following stages: ideation, prototyping, testing and pitching. The programme included elements that align with the Ecosystem Elements that are the core ingredients of a HUB-IN place".⁵

Ecosystem element	Programme element
Entrepreneurial Culture	<ul style="list-style-type: none"> training through workshops
Knowledge	<ul style="list-style-type: none"> thematic mentoring according to the needs of the participants (entrepreneurship, urban regeneration, architecture/ design, lighting) knowledge of resources for the production of new works (space / materials)
Networks	<ul style="list-style-type: none"> ideas presentation session held before a jury composed of relevant actors, including furniture manufacturers who could invest in replicating the objects / urban furniture
Urban Culture	<ul style="list-style-type: none"> context for their showcasing in the public space

Table 3: programme elements, categorised by HUB-IN's Entrepreneurial Ecosystem

High school students were the primary target group of the Accelerator, and were encouraged to implement their ideas for tactical urbanism projects. This Accelerator included a pedagogical process guided by a group of nine mentors, incorporating both theoretical elements and practical exercises in which participants created and tested projects in real time. Students met with professionals, local decision-makers from public administration, and relevant urban actors such as developers, cultural operators, and local entrepreneurs. This process ensured that the ideas generated in the accelerator could be transformed into permanent installations with the help of a team of architects.

Participants acquired and improved a range of skills and competencies through the program. They engaged in data collection activities tailored to the project's requirements, using specific tools such as questionnaires, direct interviews, and behavioural observations. This process involved analysing the opinions of permanent and temporary residents, tourists, and passers-by, and reflecting on their own experiences as users of the urban spaces. Additionally, they conducted thorough studies of the physical context where the final objects would be placed, considering aspects such as size, orientation, potential pathways, sunlight exposure, and noise levels.

⁵ <https://hubin-project.eu/library/hub-in-framework-overview/>

A significant component of the program was the use of a human-scale construction game, or Design Kit, which allowed participants to create and test various objects and arrangements for public spaces. This hands-on approach encouraged students to invent and push the boundaries of their imagination, creating everything from simple benches to complex symbolic objects. The design process emphasised not only the creation of unique objects but also their adaptation to the urban context, ensuring that each piece complemented the city or solved a specific problem.

The mentoring program led to outcomes from communications to analysis. Participants improved their communication skills, both in group settings and within their teams. They became familiar with analytical tools, grasped the complexity of real research, and understood the concept of "context" and its interpretation. Teamwork and collaboration skills were enhanced, as were their abilities to express and represent ideas through diagrams, graphics, freehand drawings, and sketches. They also developed a better understanding of structural concepts and improved their creative capacities by using physical elements in unexpected ways, broadening their use and perception. Additionally, participants honed their presentation skills, learning to coherently present ideas to both informed audiences, such as local administration, and general public audiences, such as passers-by and residents of the study areas.

By layering the ideas born within the program over time, the city space gained a new purpose – that of an extension of the school space, a playground for civic experiments, and the city as a third teacher. The vision of the old city centre was enriched with an important nuance for locals who had fewer and fewer reasons to spend time in the HUA. This approach fostered a deeper understanding among the young participants that the city is a living organism that can be respectfully intervened upon to enhance its character and history. The students' engagement throughout the project, from the initial concept to the completion of permanent installations, highlighted the program's success in promoting urban sustainability and community involvement. The acceleration program achieved the goal of enhancing participants' skills and knowledge while fostering a sense of ownership and active participation in urban transformation. The program's impact extended beyond immediate educational benefits, contributing to a more vibrant and culturally enriched public space in Braşov's HUA.

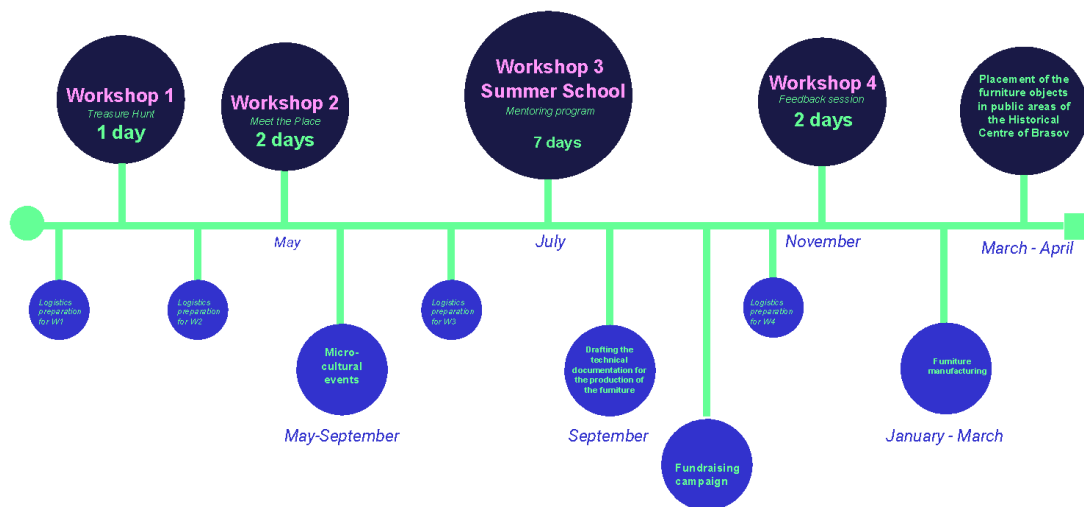


Figure 10: timeline of the workshops, ideation and installation of the pretext objects

REVIEW OF EXPECTED RESULT: Pitching event with a jury and the involvement of at least 5 local furniture producers

The HUB-IN Summer School, "City as Classroom," culminated in a pitching event involving a nine-member multidisciplinary jury. During this event, each student team presented the various stages of their project development. These stages included site analysis, familiarisation with the Design Kit, iteration processes, design refinement, prototype testing, and concluding insights. The presentations were meticulously structured to showcase the journey from initial concepts to potential manufacturing-ready solutions.

The jury, consisting of experts and mentors, provided detailed critiques and engaged in Q&A sessions with the participants. They praised the quality and coherence of the presentations, the maturity of the language used, the logical sequence of arguments, and the originality of the solutions. The jury also emphasised the potential for the proposed prototypes to be transformed into finished objects. This feedback session highlighted the effectiveness of the applied education process, indicating that the participants were well-integrated into each stage and capable of developing proposals they were passionate about. A noteworthy aspect of the pitching event was the involvement of local furniture producers, who were interested in the prototypes developed by the students.

This interaction underscored the practical implications of the students' work and provided a real-world context for their designs. The furniture producers' engagement was crucial in bridging the gap between conceptual designs and market-ready products, thereby enhancing the relevance and impact of the students' efforts.

Overall, the pitching event was a pivotal moment in the project, demonstrating the students' ability to articulate and defend their ideas effectively. It also showcased the collaborative effort between students, mentors, and local stakeholders, contributing to a more active and engaged community around the transformation of the Historic Urban Area (HUA) of Braşov. This event not only validated the students' hard work and creativity but also ensured that their designs could have a tangible and lasting impact on the public landscape of the HUA.

The first edition of the accelerator can be seen here:
<https://hubin.abmee.ro/scoala-de-vara-hub-in-in-imagini/>





REVIEW OF EXPECTED RESULT: Collected data and interviews, which can be uploaded into the HUB-IN project Geotool

In addition to designing and installing public furniture, students contributed to analyses and interviews that now make up the Old Centre's first digital database:

24 moving map questionnaires

on high school student's favourite pastimes and routes in the Old Town area

4 analyses of pedestrian movement

in four Old Town locations and

24 interviews with locals

in four locations in the Old Town

This data collection and hands-on experience allowed students to understand the historical context and community needs better, turning the HUA into a space for experimentation and creative reinterpretation of historical spaces.

REVIEW OF EXPECTED RESULT: HUA will regain importance as a central public space where high school students and associated parties can rehearse, test, and experiment with social action

The first step was done by implementing the accelerator of tactical urbanism during which students experimented with the Design Kit and built and tested prototypes of urban furniture in the HUA. The feedback from students participating in the "City as a Classroom" program indicates significant impacts aligned with the expected result of making the HUA a central public space for rehearsal, testing, and experimentation with social action.

Students expressed that the experience taught them valuable skills, such as effective communication, courage to engage with the community, and better orientation and mapping skills. They discovered new architectural and historical insights about the city, understanding the hidden cultural treasures within the HUA.

Students involved in the activities noted the value of not overlooking familiar places and gained a deeper appreciation for the unique qualities of historical buildings. The program facilitated an understanding of the old mentality and the preservation and reuse of old technologies, highlighting the importance of the community's unity and effective teamwork. It also fostered new friendships, developed time management and goal-setting skills, and deepened their understanding of the role of buildings in society. Students particularly appreciated the opportunity to visit and explore areas they typically overlooked, interacting with locals who shared their knowledge and stories. This hands-on learning approach was seen as engaging and valuable, reinforcing the connection between theoretical knowledge and real-world applications. Through these activities, students felt more connected to the HUA, viewing it as a dynamic space where they could actively contribute to its preservation and revitalization.

REVIEW OF EXPECTED RESULT: Create a more socially aware generation of youngsters and have a direct impact on how the space of the HUA is used and perceived

The feedback from students highlights the program's success in creating a more socially aware generation of youngsters and having a direct impact on how the space of the HUA is used and perceived:

Students reported gaining courage and confidence in communicating with people, learning to navigate and understand the city's map, and becoming more aware of the hidden historical and cultural treasures of the HUA. They recognized the importance of not overlooking familiar places and gained insights into the historical significance of various sites within the HUA. This newfound awareness influenced their perception and appreciation of the urban space.

Participants also confirm having learned to observe and analyse the problems and advantages of urban spaces, think of solutions, and apply their ideas practically. They noted improvements in skills related to urban space analysis, architectural lighting, teamwork, and project planning. This indicates a direct impact on their ability to understand and engage with the HUA in meaningful ways. In addition, the experience taught students to value and preserve old technologies, understand the community's unity, and appreciate the architectural and historical significance of the city's buildings. They expressed a deeper connection to the city's heritage and a desire to contribute to its preservation and revitalization.

Students appreciated the opportunity to create something for their city, highlighting the program's role in fostering a sense of responsibility and active participation in the community. They enjoyed the practical aspects of the project, such as using the Design Kit and creating objects that contribute to the city's public spaces. Their feedback indicates that the program successfully instilled a sense of social awareness and responsibility in students, encouraging them to view the HUA as a space where they can make positive contributions and influence how it is used and perceived. Interestingly, in the last workshop, students were asked if they wanted to get involved in organising the micro-events and how they could contribute. Only one declined the invitation, while the rest responded positively, expressing a preference for roles such as project manager, artistic production, and communication. This enthusiastic participation further underscores the success of the program in creating a more socially aware generation.

Their willingness to take on leadership roles and actively engage in the planning and execution of events highlights the program's impact on fostering a sense of responsibility and community involvement among the students.

This connection is vital to the expected result of creating a more socially aware generation and having a direct impact on how the space of the HUA is used and perceived. Their engagement ensures that the space is not only maintained but also enriched through activities that encourage social interaction, cultural appreciation, and community cohesion. This outcome signifies a transformative effect on the students, who are now more equipped and motivated to contribute positively to their urban environment.



REVIEW OF EXPECTED RESULT: Create more realms in the HUA, design more resting and relaxing places, initiate more livable experiences for enjoying the time in the HUA, contribute to the improved quality of life, and support the fight against gentrification

The implementation of Action 2 aimed to create more public realms in the HUA, by designing more resting and relaxing places, initiating more livable experiences, contributing to an improved quality of life, and supporting the fight against gentrification. The activity's impact on these objectives can be analysed based on several key observations and outcomes.

Firstly, eleven pieces of street furniture were created to encourage interaction and discussion among the visitors and residents of the HUA. The new furniture is designed to be accessible to everyone, regardless of age or physical ability. It serves as a symbol of a shared space free from any labels or restrictions. Visitors and residents alike are encouraged to use the furniture to relax, socialise, and engage with each other in meaningful ways. By creating a more interactive and welcoming environment, the students hope to foster a greater sense of community and connection among those who live and work in the area.

Moreover, there was a noticeable shift in how these spaces were used and perceived by the public, based on the study conducted after the installation of the pretext objects. Before the intervention, many areas in the HUA were primarily used for quick transit or short stops. After the installation of the new furniture and the activation of public spaces through various events and workshops, there was a marked increase in social activities and extended stays. These changes suggest that the public realm has become more inviting and supportive of diverse social interactions, aligning with the project's goal of creating more livable experiences.

Additionally, a sense of ownership and responsibility towards the urban environment has been fostered through the project's focus on engaging the local community, particularly high school students, through educational programs and hands-on workshops. The involvement of students in the design and implementation process not only provided them with valuable skills and knowledge but also ensured that the interventions were culturally meaningful and reflective of the community's values and needs. This approach helped combat gentrification by ensuring that the changes to the HUA were driven by local input and catered to the needs of existing residents rather than displacing them.



Outcome: Improved skill of future generations (participative planning etc)
(student assessment)

In Workshop 1 students learned about “Working With The Map”, and evaluated their change in skills before and after.

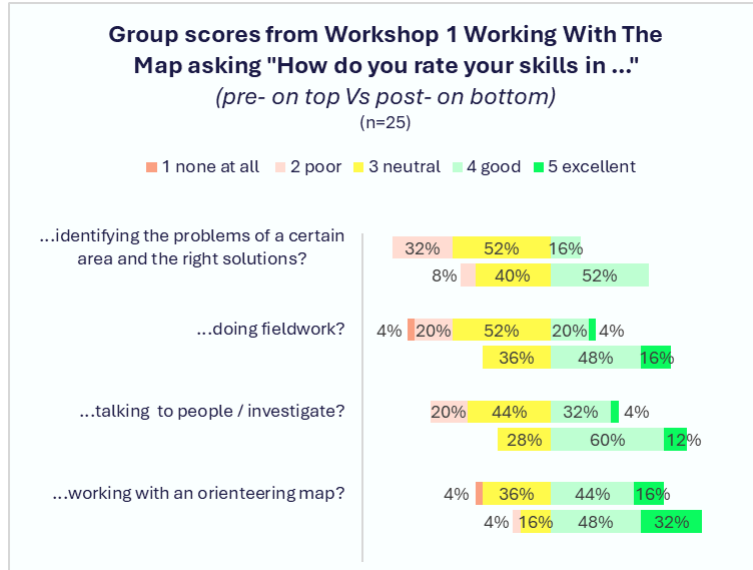


Figure 11: group scores in all skills

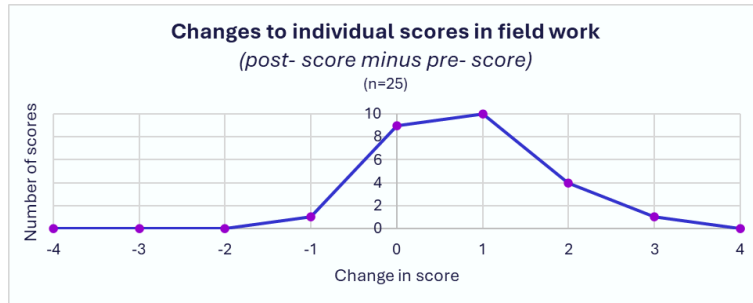


Figure 12: individual score changes in field work

All skills had some low or middle scores before training, validating the focus to some degree. Each skill had a fair proportion of students evaluating themselves as having no, low or only middling competence - this suggests that the training design was targeting relevant skills in need of development.

All skills also show an overall increase in competence when compared pre- and post- training, indicating success in growing the student’s competence. For example:

- *majority low scores in pre-; majority high scores in post-* all skills (except map work) begin with a majority of students rating themselves as having lower or middling scores before training, yet a majority with “good” or “excellent” skills after training.
- *within those overall changes, some students benefit more or less than others* for individual changes in field work (Figure 12), the most common outcome was to increase a skill rating by one point (e.g. from a score of “2 poor” to “3 neutral”). One student did decrease in rating (worth exploring rationale for future workshops), yet one student leapt three points from “1 not at all” to “4 good”, indicating the experience made a very sizable change for that student.

Example approach: working with a map of an area for urban planning. Initially a large proportion, 44%, rated their skills as good, and 16% as excellent. Following the workshop, 48% rated their skills as good, and the proportion of students who considered their skills excellent doubled to 32%. The workshop included detailed sessions on how to effectively use maps for urban planning and design. Students were engaged in activities that required them to analyse maps, identify key features, and understand the spatial relationships within the urban environment. These exercises helped students to familiarise themselves with different types of maps and the information they convey. Students practised skills such as mapping routes, identifying points of interest, and understanding the layout of public spaces. They also worked on creating their maps based on their observations and data collection during the site visits. This hands-on approach allowed students to apply theoretical knowledge in practical scenarios, thereby enhancing their map-handling skills.

*“This experience made me realise that I have **more courage than I thought**, to communicate with the people around me... to handle a map, to **orient myself** better.”*
Student

Workshop 2 “Understanding The Place” saw similar growth in all skills, to varying degrees. The biggest growth was in understanding different data types, and the least growth was in teamwork, although this was already a highly rated skill to begin with. All skills ended with a majority of “good” or “excellent” skills.

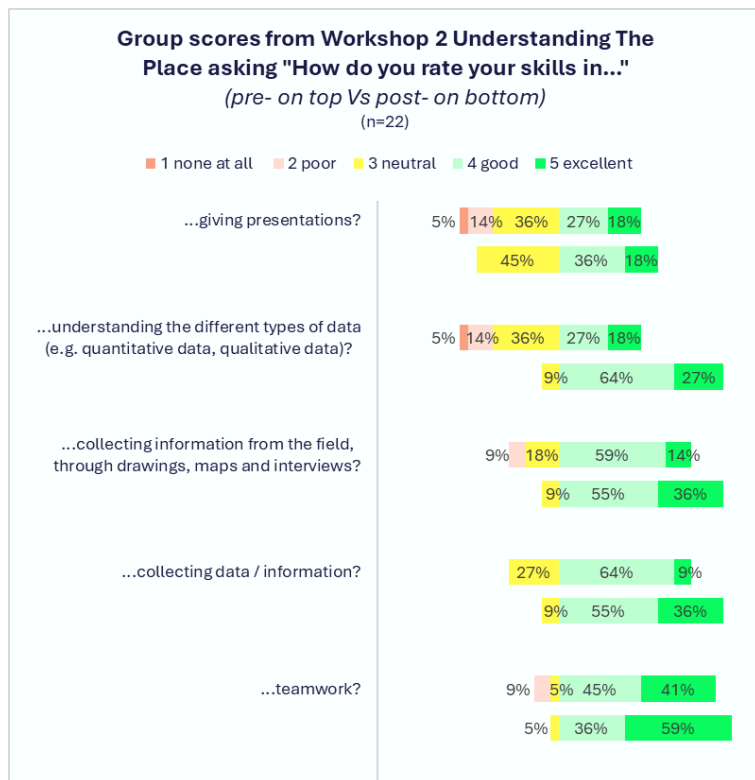


Figure 13: group scores in skills

*“[What the experience taught me is that] the local people's stories... represent true encyclopaedias of **unwritten history**.”*

*“The **history of an old place can be continued even today**, it does not end after it was built.”*

Students

Overall improvement in giving presentations: the initial self-assessment survey showed that 27% of the students rated their ability to give a presentation as very good, and 18% rated it as excellent. However, a proportion of 36%, felt neutral about their presentation skills, with 14% rating them as low, and 5% as very low. After the workshop, there was a noticeable improvement in confidence regarding presentation skills: the percentage of students who rated their ability to give a presentation as very good increased to 36%, and those who rated it as excellent remained steady at 18%. Meanwhile, the percentage of students who felt neutral about their skills increased to 45%, indicating a shift from lower confidence levels.

Positive impact in comprehension of quantitative and qualitative data types following the workshop: initially 36% of the students rated their understanding as neutral, while 27% rated it as good, and 18% as excellent. After the workshop, these improved substantially: 64% rated their understanding as good and 27% as excellent.

Notable impact on proficiency in conducting fieldwork and gathering information through various methods, including collecting through drawings, maps, and interviews. The initial self-assessment survey revealed that 59% of the students rated these skills as good, and 14% rated them as excellent. After the workshop, these figures showed a positive shift, with 36% rating them as excellent. This improvement is critical for future participative planning and co-design initiatives, reflecting the success of the program in fostering essential fieldwork skills among the participants.

Improvement in confidence and ability to collect data and information: the initial self-assessment survey showed that 64% of the students rated their skills in collecting data / information as good, and 9% rated them as excellent. Post-workshop, these figures changed to 55% rating their skills as good and 36% rating the skills as excellent.

Recommendation for replication: in three scorings, a student assessed themselves weaker in post- than in pre-. These may represent genuine decreases in ability, or they may be due to the students discovering through the training that their initial assessment was overly confident and then later adjusting accordingly. In such cases, this can represent better self-awareness and is not necessarily always a negative. It may be therefore worth the Hub investigating this with the students / teachers to roll learnings into future workshops - all three decreases related to collecting and understanding data.

Evaluations in the third part (Summer School) illustrated some splits between the maturity of skills and knowledge prior to the activities.

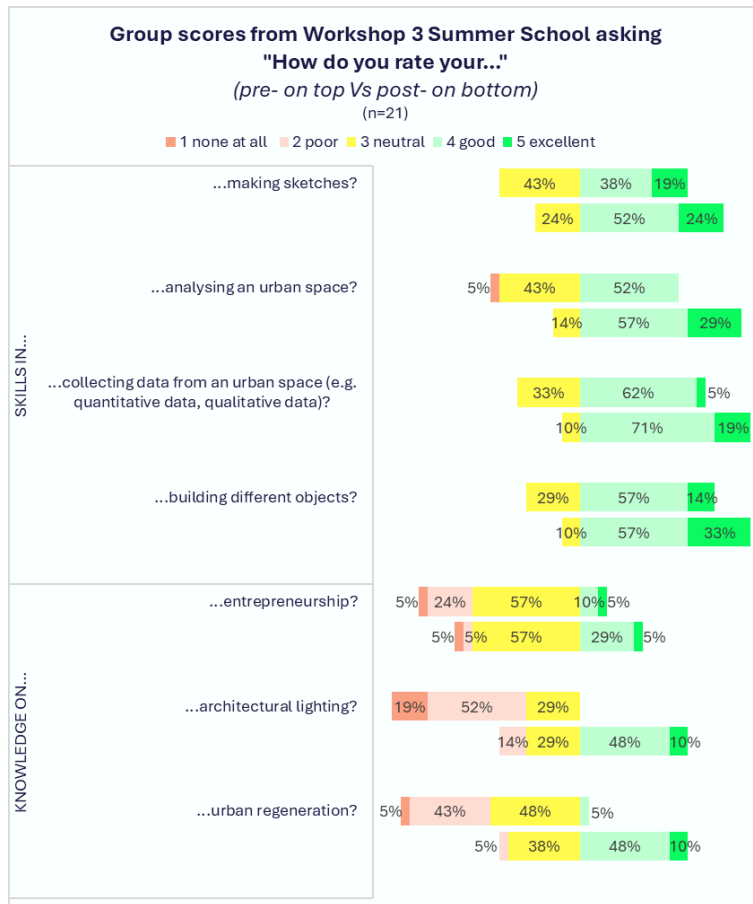


Figure 14: group scores in skills and knowledge

Few skills scored low prior to the activity, except analysing urban space

where 5% reported no skills at all. This is attributable to one student (out of 21 responding), who self-evaluated as “excellent” in the post survey, demonstrating the maximum gain in scores. When asked what the experience taught them, they also cited this skill as one of their two key takeaways: “to analyse the urban space and build objects that compliment this space” and affirming its likely use in their future.

Each skill saw a shift towards maturity, with varying splits across “excellent”, “good” and “neutral” skills post-training. As in previous workshops, some occasions saw students report decreases, and this would be worth exploring in future iterations.

One in three students left with “excellent” skills in building different objects (33%) and this freedom to engage in experimental prototyping was commonly cited as a key positive in open feedback.

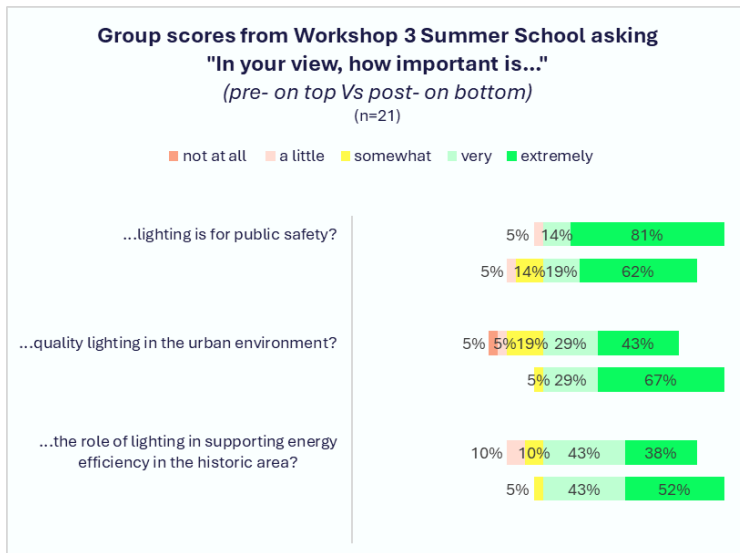
The targeted knowledge revealed more obvious gaps pre- training. For example, before the Summer School, the student's self-assessment relating to architectural lighting indicated a predominantly low level of understanding. According to the initial survey, a significant majority of 71% had limited or no awareness of architectural lighting principles. After participating in the workshop, there was a notable improvement in the students' self-assessed knowledge levels. The final survey showed a complete shift, with no students rating their knowledge as completely lacking - only 14% rated it as very low, while the majority moved towards higher self-assessment ratings. Specifically, 48% of the students rated their knowledge as very good and 10% rated it as excellent, reflecting a significant enhancement in their understanding of architectural lighting.

Recommendation for scaling: open student feedback revealed some demand for broadening the discovery to enable learning through comparison of other parts of Braşov and even other cities. For example, when asked for recommendations for future workshops, students cited “expansion into neighbourhoods in Braşov”, and “analysis of other cities and comparison between them.” This may be worth the Hub team exploring the feasibility of expanding the study area or even partnering with other Hub cities.

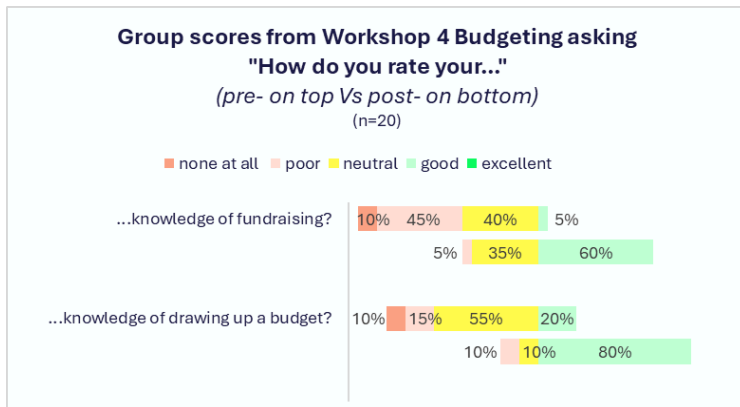
“What I liked most was [from the action was] that I learned to make quite **complex structures from simple objects.**”

“I can make other people look at Braşov from a different perspective, as a still **living history** and not just as some city.”

Students



Figures 15: group ratings of the importance of aspects of lighting



Figures 16: group scores in skills

Slight reduction in the perceived importance of lighting for public safety: the survey taken after the Summer School captures certain changes in students' knowledge of how lighting influences security. Initially, 81% of the participants considered lighting very important for public safety and this perception decreased to 62% post-workshop. The shift in perception indicates a nuanced understanding gained through the workshop, reflecting the in-depth discussions and practical applications during the Summer School, where students engaged in studying and analysing lighting from multiple perspectives, including its role in safety, aesthetics, and urban planning. The workshop emphasised practical skills such as designing lighting plans, evaluating existing lighting systems, and considering heritage values in lighting design.

Enhanced understanding of how lighting contributes to cultural value: students expressed a significant enhancement of their understanding of architectural lighting's role in heritage preservation. Their feedback highlighted that they learned about the practical applications of lighting in highlighting historical features, creating atmospheres that respect the original architecture, and ensuring that lighting choices contribute positively to the cultural value of heritage sites.

Clear improvements in budgeting skills are also visible for Workshop 4 (Figure 16).

*"I learned about the history of Braşov and the different architectural aspects of the Black Church, I learned about **architectural lighting** and how important its role is in the appearance and functionality of a city and I managed to make an analysis of the lighting in each of the squares of the project."*

*"The thing that helped me the most is **calculating the budget of a project**. Considering the budget, I could think differently about the project."*

"[Future workshops should include] the deepening of mediaeval construction techniques in the historic centre."

Students

Recommendation for replication: clear improvements in budgeting skills are visible from the 4th workshop (Figure 16), although the remaining presence of "poor" ratings in the post- scores, and absence of "excellent" scores, suggests that students leave with room to develop in this area. It may be beneficial to explore if the training could be adapted or extended, or whether students simply need more life experience to digest, or other factors.

Across all workshops and Summer School events, there is an overall positive change in skills and knowledge, strongly attributed to the Action.

Individual changes (all skills and knowledge)

Across all assessments of all skills and knowledge, the typical student is most likely to have seen an increase rather than a decrease (Figure 17 below). As mentioned above, there are a minority of cases of students assessing themselves lower in their post-scores than in the pre-, and this could be investigated further to understand if they perceive a genuine reduction in competence, or simply adjusted their scores to reflect a better understanding of “what good looks like”, after the training.

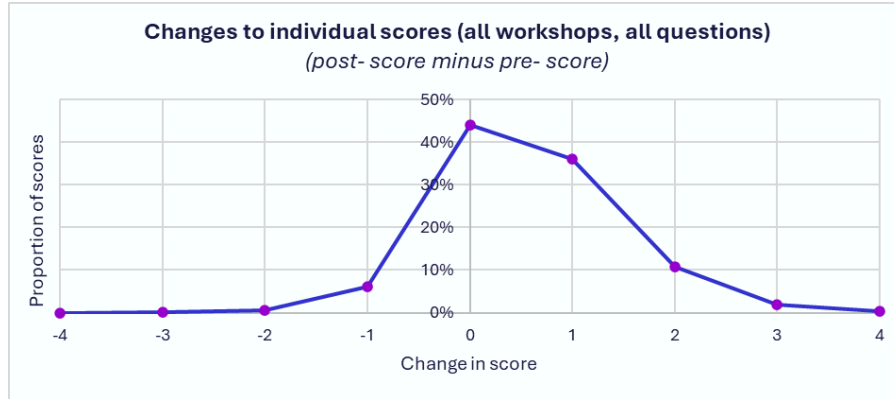


Figure 17: changes to individual scores

*"I have developed a **different way of looking** at things and through the prism of other people with different needs, likes, dislikes.*

*"I can bring about changes in Braşov, at the moment I limit myself to informing other people about **details that even I, as a local, did not know** until participating."*

"I would have liked more. Longer more connected routes. A deeper look into the life of an architect."

Students

Attribution

Importantly, the vast majority (93%) of students attribute their developments totally or mostly directly to the HUB-IN Action - i.e. not due to other training, other trends, or other experiences arising in the normal passage of time. This assessment for “deadweight” revealed that almost one in three students (29%) claim their improvement is “totally” due to the Action, and about 2 in three (65%) “mostly” due to the Action. The remaining 7% either believe it is not at all due to the Action or are not sure.

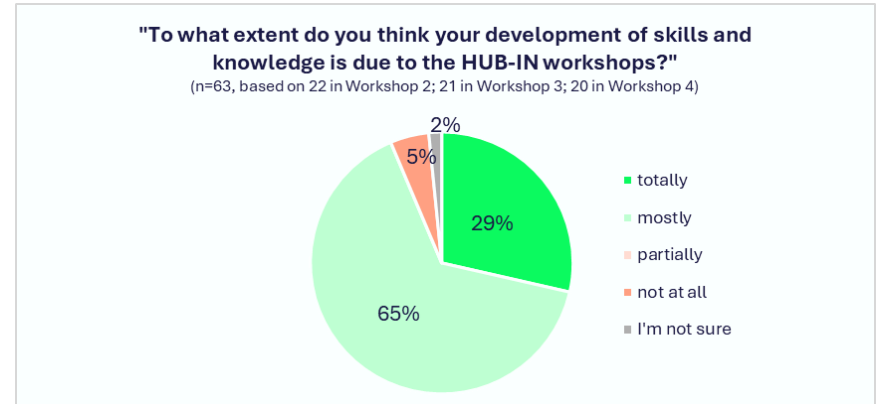


Figure 18: attribution of changes in scores to the HUB-IN Action

*"The fact that I learned how much history and places that I probably **would never have known about without this project** are hidden will help me."*

*"**This project gave me another perspective** on Braşov, so in the future I want to develop these ideas, participating in the city's evolution process."*

"I would have liked the mentors to give us feedback more often in the first days."

Students

The qualitative responses also illustrate some expected and unexpected positive consequences:

- *many students expressed a desire to apply what they learned to future job roles* that involve fieldwork and teamwork. For instance, one student mentioned that the skills gained would be beneficial for future jobs that depend on fieldwork and team collaboration.
- *heightened awareness and proactive attitude towards improving public spaces* some stated that the experience had given them a different perspective on common spaces in Braşov and that they would now be more attentive to their needs and desires, as well as those of others.
- *a sense of confidence and preparedness in students* for example, one student mentioned that the experience made future projects, especially those involving fieldwork, seem less intimidating and more approachable. This newfound confidence suggests that students are now more likely to engage in projects that involve urban planning and community development. Also, the majority of students (18 out of 22) are considering a career as an urban planner or architect. Three students are not considering this career path, and one student is still contemplating it. This demonstrates a significant interest in urban planning and architecture among the participants, suggesting the program's effectiveness in inspiring future careers in these fields.
- *a broadening of perspectives and an enhanced ability to engage with the community* several students reported that the workshops taught them to consider the needs and opinions of others, which they had not previously emphasised. This shift towards a more inclusive and empathetic approach is a significant positive outcome. Moreover, students developed new skills in data collection, teamwork, and presentation, which they found to be immediately applicable and useful. One student noted that the experience taught them how to look deeper into a place, understand its dynamics, and respond to its needs, which they found very valuable. These skills are likely to be useful in both their academic and professional futures.

Students also recommended improvements including expanded scope, feedback and technology:

- *more time for longer discussions* in order to explore the city, engage citizens and “be able to listen more without rushing them”
- *additional insights into roles and techniques* including a deeper look into “the life of an architect”, techniques such as mediaeval construction and impact of communism on the architecture of the city.
- *broader geographical coverage* including expansion into neighbourhoods in Braşov, investigations of the less popular places in the city and even analysis of other cities and comparison between them
- *use of technology* for example, enquiries into using special treasure hunt apps that incorporate discovery into teamwork exercises: giving the direction of the next point once the team answers the questions
- *additional feedback from the experts* some requests for the mentees to give feedback more often in the first days

Overall, the additionality of the acceleration program is evident in the complex development of the student's capabilities and their enhanced sense of community engagement. The program not only provided technical skills but also fostered a sense of responsibility towards the community. For example, students learned the importance of maintaining quiet and peaceful places, understanding the spiritual and visual aspects of spaces, and valuing existing resources. This comprehensive learning approach ensured that students could see the broader impact of their work. Additionally, the hands-on experience with urban furniture design and the practical application of these designs in public spaces offered a unique learning experience that traditional classroom settings cannot provide. One highlighted that the program opened up different horizons, contributing to their portfolio and deepening their understanding of urban issues.

This blend of theoretical knowledge and practical application underscores the unique value of the action in developing well-rounded individuals, prepared to contribute positively to their communities.

Outcome: Increased sense of place for local communities (community surveys)

400 responses from local residents were received for pre- and post- community surveys (random sampling, no quotas), to achieve a 5% margin of error. The community respondents evaluated attitudes using a score of 1-5. N.B. the 3rd party co-ordinating the pre- survey presented average (mean) scores and so this format is retained in the post- results to enable like-for-like comparison. Post-survey scores also show distribution of agreement (detractors / advocates).

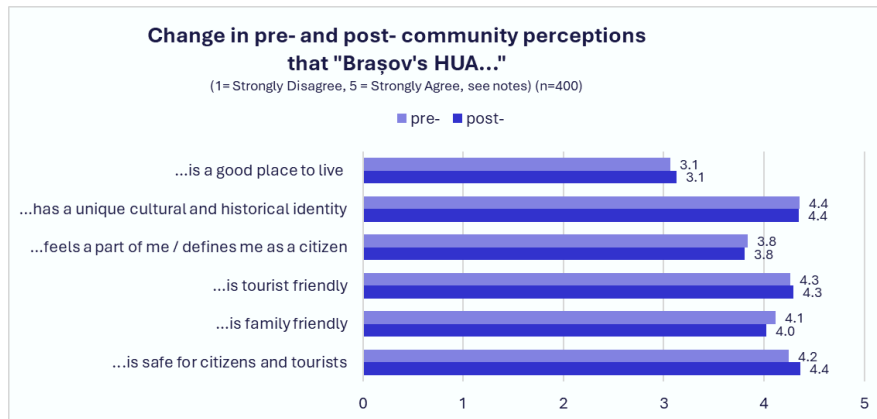


Figure 19: change in community pre- and post- perceptions

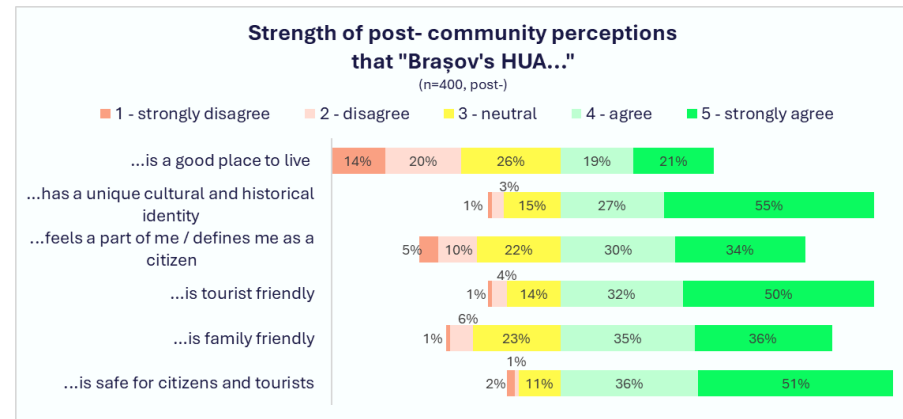


Figure 20: strength of community post- perceptions (i.e. detractors and advocates)

For the general community, perceptions are broadly unchanged between pre- and post- scores. Whilst there is some movement (for example, an increase in the perception that the HUA is safe for citizens and tourists from average 4.2 to 4.4), these changes are too small to draw conclusions from about the HUB-IN intervention.

A majority of participants (82%) regard the HUA as unique, emphasising its importance as a cultural and historical asset. This continuity in a *unique* cultural and historical identity underscores the importance of maintaining and promoting cultural activities as assets to the community. There is also overall agreement in social value that the HUA contributes to a feeling of belonging - about 2 in 3, or 64%, agree or strongly agree that “the HUA feels a part of me / defines me as a citizen”. However, the stronger disagreement can be seen in “the HUA is a good place to live” with about 1 in 3 respondents (34%) disagreeing or strongly disagreeing. *Key takeaway: this reflects the area's potential as a cultural hub. The need for more quality events, better maintenance, and improved festive and architectural lighting was also reported, indicating areas where the HUA could further enhance its attractiveness and functionality.*

The indicators suggest that while the HUA is generally attractive and socially inclusive, there are still areas for improvement. The positive perceptions regarding the area's cultural richness, family-friendly environment, and strong sense of identity are encouraging. *Key takeaway: based on community responses, addressing infrastructure issues, youth behaviour, and the organisation of cultural events will be crucial to sustaining and enhancing the HUA's attractiveness and social inclusion for the local community.*

Additional general insights into the community from the pre- and post-surveys

The data reflects a community that values the cultural and historical significance of the HUA while also recognizing the need for ongoing maintenance and management efforts to enhance its overall appeal and functionality:

Moderate community involvement in the cultural and artistic life of the HUA. Engagement with arts and cultural events remains high post-implementation, underscoring the area's role as a cultural hub. Analysing the frequency with which respondents participate in cultural and art events in the HUA after the implementation of the project measures, a few relevant trends for the research were observed. Only 1% of participants attend such events daily, and 5% participate 3-5 times a week. A larger proportion, 23%, declare that they attend cultural and art events 3-5 times a month, reflecting a consistent interest in such activities. The majority of respondents, representing 56%, participate in cultural and art events a few times a year, suggesting that these events are attractive but not a regular part of their routine. A percentage of 13% of respondents state that they almost never participate in such events. The collected information reflects a moderate community involvement in the cultural and artistic life of the HUA.

The results from the study conducted before the implementation showed that the vast majority of interviewed subjects stated that they attend cultural and art events in the HUA only a few times a year, while just over 20% of respondents were active consumers of cultural events more than 3-5 times a month. Correlating the information collected in the two stages indicates a consistent trend in the behaviour of participation in cultural events, with a significant majority of respondents preferring occasional participation, while a minority remains regularly active.

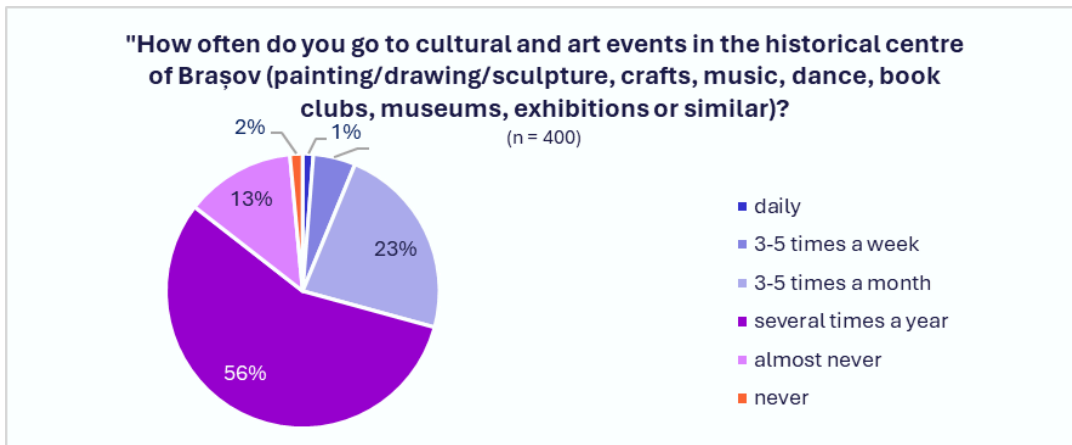


Figure 21: community participation in cultural and art events in the HUA of Braşov

Dwell time in the HUA has generated varied responses in the survey of the post-implementation study. Although some respondents report spending more time in the area due to new installations, factors such as lack of time and tourist congestion remain significant obstacles.

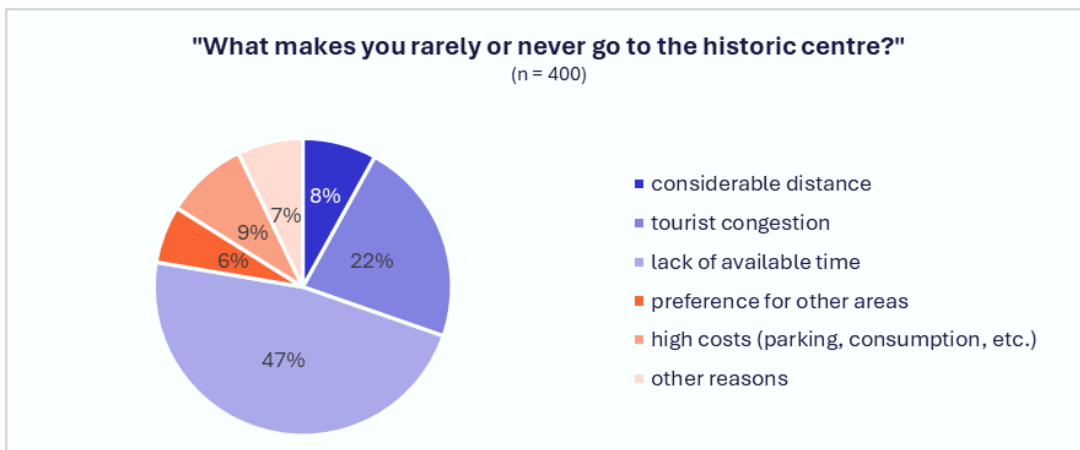


Figure 22: community perceptions of barriers to visiting the HUA

Knowledge of public and free resting spaces like benches has improved, with 55% of participants noticing new urban furniture, whether they have tested it or not. A percentage of 10% of respondents state that they have noticed and also tested or used them, while 45% have only observed them without using them. However, 46% of respondents have not noticed the new urban furniture elements.

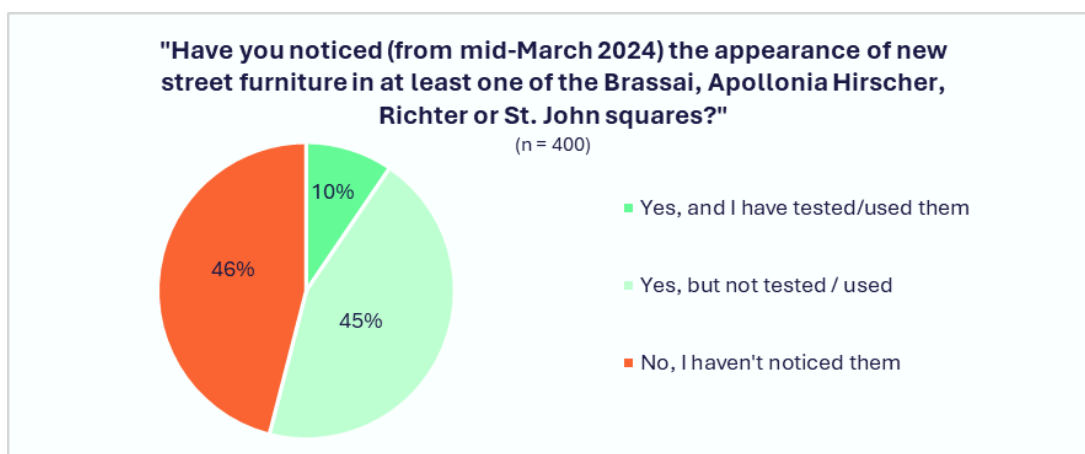


Figure 23: community knowledge of public and free resting spaces in the HUA of Braşov

The demographics of public square visitors and their motivations for visiting were stable in both phases of the research (pre- and post-implementation). The analysis of the respondent sample in the post-implementation survey indicates a balanced gender representation and notable diversity in age groups, ensuring a solid basis for interpreting results and understanding community perceptions at the end of the HUB-IN project implementation period in Braşov. Regarding the distribution of respondents by gender, there is a relative balance with a slight predominance of women.

The study also addressed various problems related to the HUA's infrastructure and social dynamics. Attitudes toward the HUA being a good place to live, revealed that 40% of respondents feel that the HUA is a desirable residential area, however the condition of street furniture was seen as a moderate to significant problem by 28% of respondents.

Additionally, the behaviour of teens and young people was identified as a moderate issue by 52% of respondents. This indicates a need for targeted youth engagement programs to address and mitigate behavioural concerns, fostering a more inclusive and harmonious community environment. Lastly, the ability to organise cultural events and attract businesses was considered a moderate problem by 56% of respondents.

The above suggest some wider takeaways for future interventions. While a significant portion of the community views the HUA positively as a place to live, there is still room for improvement to enhance its residential appeal. For example, the need for ongoing maintenance and improvements to the urban furniture to enhance the area's functionality and aesthetic appeal. There is also a demand for more organised cultural activities and business investments to further activate and enliven the HUA, making it a more attractive destination for both residents and visitors.

Outcome: Improved attractiveness and social inclusion for local communities (feedback from pretext object users)

QR codes have been installed on each object to raise awareness on the pretext objects installed in the squares and to gather feedback from visitors. To raise awareness on the pretext objects installed in the squares and to gather feedback from visitors, QR codes have been installed on each object. These QR codes lead to a one-pager that is available in both Romanian and English and that provides detailed information about the project, the team, the designer, and the builder. The one-pager aims to provide visitors with a comprehensive understanding of the project and its various aspects. Moreover, the one-pager also includes a link to a feedback questionnaire. This questionnaire ensured the collection of feedback on various aspects of the project like the visiting patterns of the respondents, the urban furniture objects that have been tested, interactions had with the objects, general experience while testing the objects, issues faced, and recommendations. The responses reveal perceptions on the extent to which the objects create a space for the local community, foster engagement and awareness of local artistic operators - 15 respondents answered the questionnaire.

Some evidence that the benches attract people to spend time in squares and interact:

- **users “discover” the benches:** all respondents reported simply discovering the urban furniture while exploring the Historic Centre
- **mostly short interactions, but some more than an hour:** most spent about 15 minutes with the furniture, although two out of 15 spent an hour or more (see Figure 24 below)
- **some “new” dwelling in the squares was encouraged:** a third of the respondents (five out of 15), would not have spent time in the square if the urban furniture had not been there, indicating potential to stimulate dwell time in the squares
- **over half reported having spontaneous interactions with other people** or passersby whilst testing the urban furniture (9 out of 15).



Figure 24: dwell time in the squares induced by the urban furniture

Open feedback also revealed varying ways that people engaged with the furniture, when asked “How did you interact with this urban furniture object?”

*“I let my junior **explore it**, he was very excited.”*

*“Simply sitting, reading, **spending time with someone.**”*

*“I rearranged it, took a seat and people appeared to **chat** with :)”*

*“**I rested...** there are no benches in the area.”*

*“I **tried to sleep** on it, very uncomfortable, add some pillows...”*

Urban furniture users

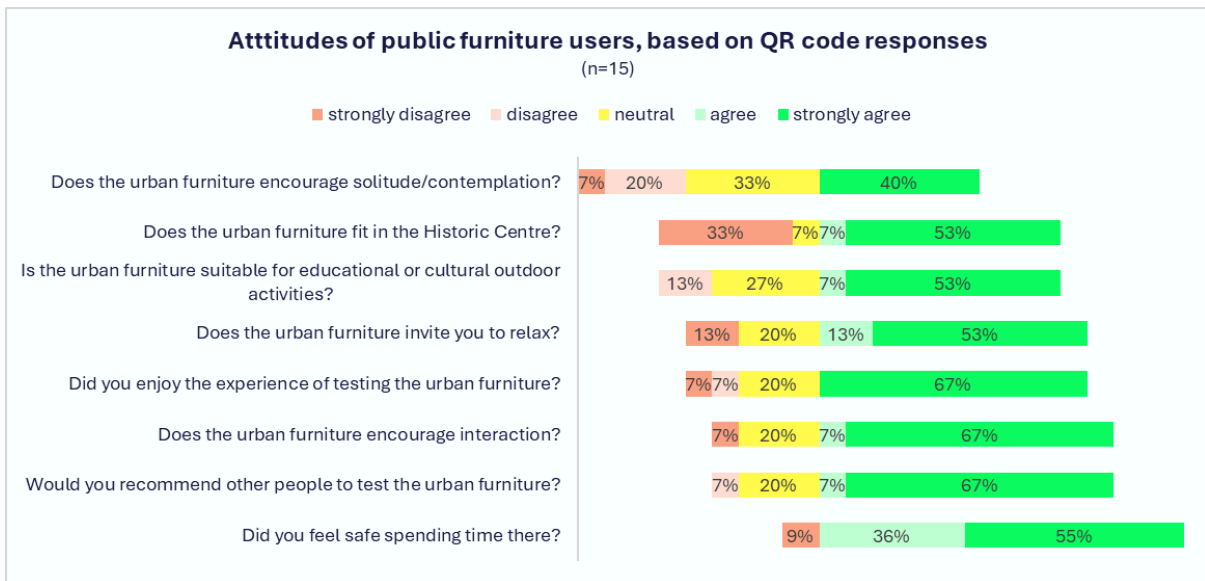


Figure 25: attitudes of public furniture users, based on QR code responses (N.B. 11 responses on safety)

Some strong positives were evident:

- **a slight majority (53%) strongly agreed on the furniture's ability to invite relaxation**, which indicates a positive impact on creating non-tourist resting spaces within the public squares. This is supported by similar scores on enjoying the furniture, indicating a generally favourable reception of the new installations.
- **3 in 4 give positive feedback on the urban furniture encouraging interactions:** 10 respondents strongly agreeing, one agreeing, three neutral and one strongly disagreeing. This indicates some success in fostering social engagement among visitors, though there is room for improvement in making these interactions more frequent.
- **3 in 4 are likely to recommend the furniture to others.** This positive feedback reflects the likelihood of word-of-mouth promotion and community engagement.
- **the vast majority feel safe using the furniture (91% agree or strongly agree)** although the remainder strongly disagree - i.e. there is no middle ground in this view.
- **suitability of the furniture for educational / cultural outdoor activities rated high**, with eight respondents giving it a 5 (strongly agree) and four respondents a 3 (neutral). This reflects the furniture's potential to support a variety of activities beyond casual social interactions.

Other attitudes were more split:

- **varied views on the urban furniture encouraging solitude or contemplation.** Six respondents strongly agreed, while five were neutral, three disagreed and one strongly disagreed. This mixed feedback suggests that while some visitors found the furniture conducive to solitude, others did not perceive it the same way.
- **varied views on the urban furniture fitting in the Historic Centre:** the majority of respondents strongly agreed, however others strongly disagreed (eight versus five). This suggests that while most visitors appreciated the furniture's integration into the historic setting, some did not find it as fitting.

In summary, the feedback from the QR codes reveals that the pretext objects enhanced community engagement with the public squares. They created spaces that encourage social interaction and relaxation, increased awareness and engagement with local artistic operators, and attracted a diverse demographic of both locals and tourists. These findings suggest the positive impact of the project on the social and cultural dynamics of the HUA.

Next steps

The project fostered innovation and creativity through the Acceleration program, with four teams working on four ideas. 11 pretext objects were co-created with students, now installed in four intervention squares, demonstrating practical solutions for enhancing the HUA. Although the target for start-ups offering solutions related to the strategic clusters was not met, the program's activities laid a foundation for future entrepreneurial developments.

As it progressed, it also raised interest in replication: the innovative educational programme and the accelerator set in place through the HUB-IN project also raised interest among the private sector and important stakeholders, having a high potential for replicability throughout many years to come, thus becoming a key element in the DNA of the city, transforming its Historical Area into a true classroom space.

The Hub team is thus intending to replicate this Action with different cohorts of students - a second edition was launched in 2024 and the Hub team would like the program to be annual.

The cohorts also raise an opportunity monitor annually for longer-term insights that can form a virtuous feedback loop into the Action's scope, learning objectives and format. Students could be followed up with every few years to understand if they have adapted their career path or participation in urban design, and what role the Action may have played.



2.3. ACTION 3: CREATING AN IMMERSIVE NIGHT-TIME EXPERIENCE

Key metadata

Action theme

Placemaking
Data collection
Co-creation and community engagement
Sustainability

Action clusters

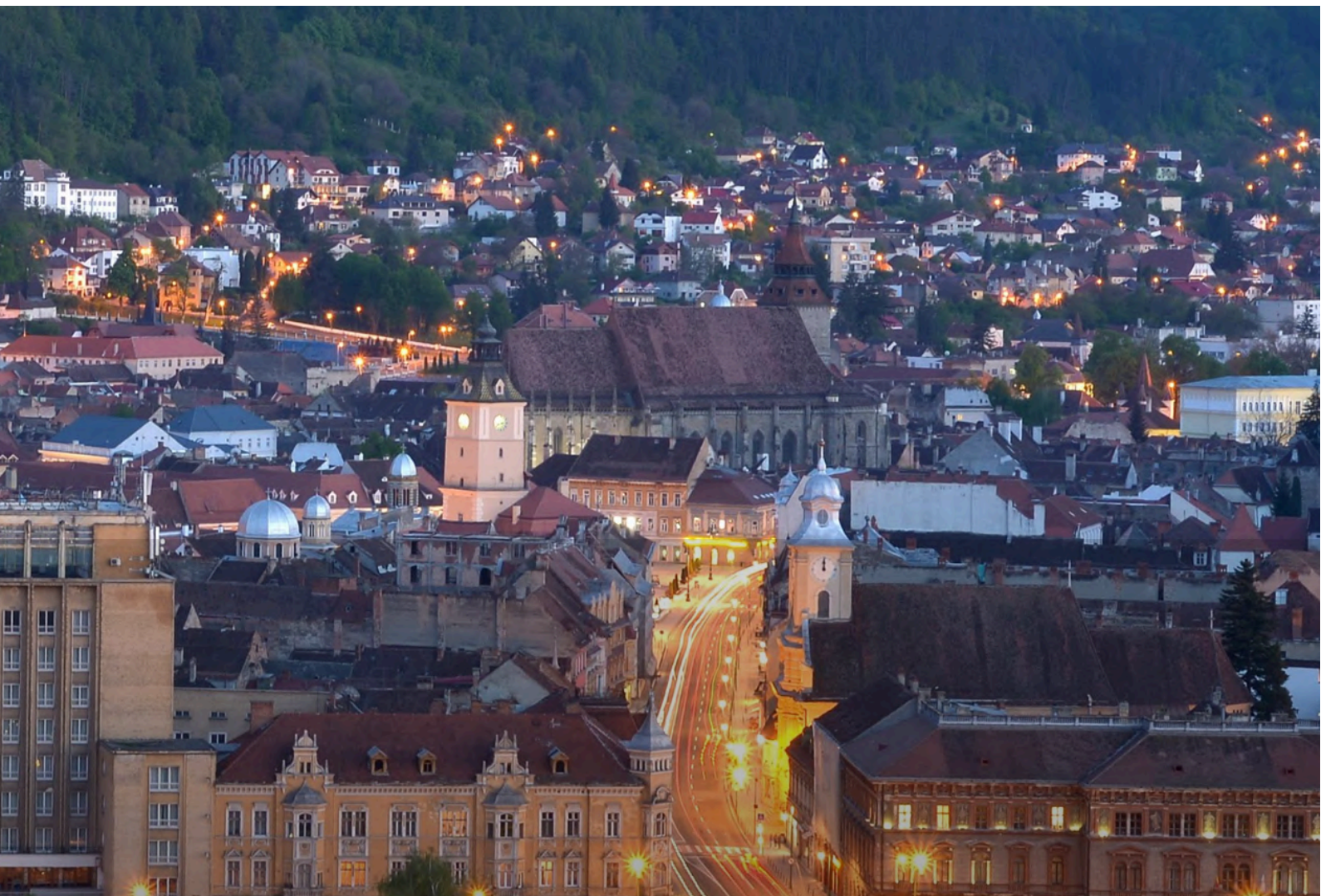
New Lifestyles
Resilient and Human Connected Places

Expected outcomes (city level)

Increased sense of place for local communities
Improved attractiveness and social inclusion for local communities
Improved energy efficiency of the lighting in the HUA

Expected impacts (programme level)

1. reversing abandonment and neglect of historic heritage (cultural)
- 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social)
- 3: boosting heritage-relevant innovation in HUA's and cultural landscapes (environmental)



Operational results

Action 3 aimed to enhance Braşov's HUA through a heritage-focused lighting strategy.

Co-designed with local citizens and stakeholders, the project sought to increase evening footfall, attract new businesses, and stimulate urban regeneration. The primary goal was to develop a shared vision for the nighttime atmosphere of Braşov's HUA, considering the area's unique historical and cultural character.

An exploratory, qualitative study measured residents' perceptions of public lighting in the old town. The findings of this research guided efforts to create an immersive nighttime experience in Braşov's HUA through improved and strategically designed lighting.

Lighting as an integral element of architecture was a workshop in Action 2 (City as a Classroom), with a theoretical and a practical component. The practical component was in the form of a Light Walk for the participants of the HUB-IN Summer School. The theoretical part touched on different subjects such as:

- Theoretical aspects of light (light metrology and spectrometry, types of reflections and shadows, vision biology, and light pollution)
- Street Lighting Techniques
- Architectural Lighting Techniques
- Examples of Architectural Lighting Projects
- Lighting in Film and Set Design
- Examples of Artistic Lighting Installations
- Lighting in Animations

Lighting as an integral element of architecture was a workshop in Action 2 (City as a Classroom), with a theoretical and a practical component. The practical component was in the form of a Light Walk for the participants of the HUB-IN Summer School. The theoretical part touched on different subjects such as:

The results were sent to the expert to be integrated into the strategy for architectural lighting and are all mentioned in the Lighting Masterplan. The outcome indicators require a certain level of progress in the strategy formalisation and implementation before they can be monitored, it will happen in time.

Expected results	Status
A co-creation process with civic engagement for a common vision for the night time atmosphere of Brasov HUA	done
An experiential process in the form of light and lighting walks in a test area in the HUA, helping participants to easily identify the city's landmarks, highlighting the cultural heritage, and demonstrating how light contributes to regenerating underused public spaces	done
An educational component of the action, in connection with Action 2: codesign process in embedding lighting in the "pretext objects" with students from Transylvania University and civic activism in the form of flashmob showcasing the pretext objects after being placed in the public space (with school and high school students of the HUA)	done
A comprehensive strategy for architectural lighting of heritage and a set of rules and limits for the use of commercial lighting and illuminated advertisements that integrate harmoniously with the character of the HUA	done

Table 4: expected results (evaluated by the Hub team directly below)

Process evaluation

REVIEW OF EXPECTED RESULT: A co-creation process with civic engagement for a common vision for the nighttime atmosphere of Brasov HUA

The activity aimed to facilitate an experiential process in the form of light and light walks in a test area in the HUA to understand the experience of light and lighting in urban spaces and the implications of the lighting design process and outcome. This approach ensured the lighting strategy reflected community values and needs, enhancing safety and the quality of life in the historic centre.

An exploratory, qualitative study used questionnaires to measure residents' perceptions of public lighting in the old town ("Perceptions of ambient lighting in the Old Town", conducted in March-April 2023). Data was collected from 91 questionnaires, with 64 fully completed, ensuring methodological validity. The findings of this research informed the context and implementation of Action 3, guiding efforts to create an immersive nighttime experience in Braşov's HUA through improved and strategically designed lighting.

Many survey participants feel that the historic centre of Brasov is unsafe at night due to poor lighting, leading to encounters with wild animals, stray dogs, and potential wrongdoers. They want better lighting to create a sense of safety and also suggested regulating illuminated advertisements to enhance the area's aesthetic appeal.

REVIEW OF EXPECTED RESULT: An experiential process in the form of light and lighting walks in a test area in the HUA

An open call for participants was launched on the 20th of March. The methodology involved two key activities:

Experiential walk and photos

First, participants were encouraged to walk around the Old Town of Braşov, either alone or with friends, and take pictures of areas they liked or disliked in terms of street lighting.

These pictures were then to be posted on their social media networks (Facebook, Instagram, TikTok, etc.) with the hashtag #HUBIN and some suggestions for lighting specialists.

Quiz

Second, participants were directed to a specific link to take a quiz. This activity ran from the 25th of March (Earth Hour) to the 19th of April.

The action was supported by the Fanzin Association, Braşov 2050 Association, Days and Nights, bizbrasov.ro, and FwdBv.

The results were sent to the expert to be integrated into the strategy for architectural lighting

and are all mentioned in the Lighting Masterplan. For example, this may include participant findings regarding:

- *Differences in the frequency between day- and night-time visits to the HUA*
Especially when there is no natural light and the artificial lighting is insignificant. Certain areas, especially those between Gheorghe Dima Park and Pietrele lui Solomon are practically unfrequented.
- *Feelings of insecurity are a major reason for not visiting the HUA at night*
The study participants indicated that in addition to specific constraints (lack of time; long distance between home and the HUA; the existence of small children in the family; etc.) the most important element that causes avoidance of the HUA at night is the feeling of insecurity.
- *Insecurity is largely driven by lighting issues*
The vast majority of the subjects agreed that there are areas in the HUA which can be considered unsafe in the evening / night because they are poorly lit, which can lead to unexpected and unwanted encounters either with wild animals, stray dogs or even with villains. The feeling of insecurity expressed was significantly related to the fact that no law enforcement agencies were encountered in the areas mentioned.
- *Lighting as a commonly proposed solution*
Participants expressed a variety of opinions regarding solutions to increase the attractiveness of the HUA. However, a particular opinion dominated the responses and at the same time correlated strongly with the responses received to all questions: the development of public lighting in the HUA, with the objective of increasing the feeling of safety.
- *Green solutions - such as solar panels and LEDs - are seen as of paramount importance*
The overwhelming majority of subjects believed that the public lighting in the HUA must be as "green" as possible, consume as little energy as possible and be sustainable.
- *Balance is needed between the advertisements and cultural monuments and buildings*
participants voluntarily and independently brought up the need to regulate the way in which illuminated advertisements are used in the HUA in order to give it a more pleasant, harmonious appearance, and to better evidence the architectural and cultural value of the buildings and monuments of the area. At the same time they emphasised that illuminated advertisements and commercial lighting of shops in the HUA pollute light and create, sometimes, the feeling of the old station bazaar.

*"The rectory should be lit, the Black Church as well, and the old houses in the centre, **there should be no more such bright advertisements on the façade** and the way of lighting placement of advertisements should be uniform and regulated."*

Lighting study participant

REVIEW OF EXPECTED RESULT: An educational component of the action, in connection with Action 2: codesign process in embedding lighting in the “pretext objects” with students from Transylvania University and civic activism in the form of flash mob showcasing the pretext objects after being placed in the public space (with school and high school students of the HUA)

The educational component of Action 3 was integrated into the HUB-IN Summer School in July 2023. This initiative, titled “Lighting as an integral element of architecture”, included both theoretical and practical sessions. The theoretical workshop covered various topics such as light metrology, street and architectural lighting techniques, and examples of artistic lighting installations.

The practical session involved a "Light Walk" in Braşov's Historical Centre, where participants conducted a nighttime survey of pretext objects' squares. Participants gained hands-on experience by observing and analysing the current state of lighting in the urban environment. They measured illuminance levels, documented lighting conditions, and discussed examples of effective and ineffective lighting.

This educational component significantly enhanced the participants' understanding of lighting's role in urban design and its impact on public spaces. It equipped them with the skills to evaluate lighting quality and design urban furniture suitable for both day and night use. The feedback obtained through questions about the lighting surrounding the pretext objects in the feedback questionnaire for their testing, which was promoted in the one-pager accessible via the QR code, as well as open-ended questions, confirmed the effectiveness of these educational activities. See the above section on Action 2 for results.

REVIEW OF EXPECTED RESULT: A comprehensive strategy for architectural lighting of heritage and a set of rules and limits for the use of commercial lighting & illuminated advertisements that integrate harmoniously with the character of the HUA

A comprehensive strategy for architectural lighting of heritage in the HUA was conducted by a lighting expert (HEBLU) with input in the consultation phase from the Municipality and the Foundation of Historic Monuments.

The activity involved evaluating existing lighting conditions and developing a master plan with conceptual designs and technical specifications. The strategy emphasises minimising light pollution and adhering to sustainability principles. Guidelines were established for street, commercial, and architectural lighting to ensure harmony with the historic environment. For commercial and advertising lighting, clear rules were set to prevent excessive illumination and visual clutter, ensuring advertisements did not overshadow heritage buildings.

The strategy was unanimously adopted by the Local Council on February 27th, 2024. The general consultation process for the heritage-focused lighting strategy included meetings with relevant stakeholders (the Technical Direction, the Chief Architect, and the Public Lighting Company), an open call for light walks and a public consultation period.

The Municipality of Braşov released a new regulation for advertising, publicity and display activities within the city, which is currently in the approval stage. The regulation aims to address issues such as light pollution and other aspects of lighting in the City Center and incorporates provisions from the heritage-focused lighting strategy. (Not yet adopted in the Local Council).

Outcome: Improved energy efficiency of the lighting in the HUA

Energy consumption indicators require the upcoming progress in the regulation before they can be monitored, as they will compare progress post-regulation to the baseline. For example, improved energy efficiency of the lighting in the HUA, associated carbon emissions and cost (as well as associated social indicators in improved attractiveness and social inclusion for local communities etc). The indicators were identified as part of the initial monitoring plans for the Action, and so this will happen in time once the strategy has progressed to an appropriate stage of implementation.

Next steps

As above, the lighting strategy was unanimously adopted by the Local Council in February 2024, including stakeholder meetings and a public consultation period.

Provisions of the strategy are incorporated into the Municipality of Braşov's new regulation for advertising, publicity and display activities within the city, which is currently in the approval stage.

Once the regulation is approved and adopted, on-the-ground change can be monitored for street, commercial, and architectural lighting within the HUA. For example, outcome indicators such as improved energy efficiency of the lighting in the HUA, improved attractiveness and social inclusion for local communities; and output indicators such as assessments of the number of violations of each regulation in terms of wrong intensity, light overlapping building outlines, wrong colours, antisocial hours etc. These indicators and data collection plans were identified as part of the initial monitoring plans for the Action and require a certain level of progress in the strategy before they can be monitored, so this will happen in time as per the Council and Municipal next steps described above.

3. HUB-LEVEL EVALUATION

3.1. REFLECTIONS ON SUCCESSES, RISK AND RECOMMENDATIONS

The Hub team and stakeholders find several successes and obstacles that are likely relevant to replicating and / or scaling the Actions, either in the HUA or in Follower Cities:

Implementation

What went exceptionally well

Action 1: Transforming the Public Realm

Guide for Placing Terraces in the Historic Center of Brasov

- *Successful soft power*: the guidelines were introduced for a one-year trial using soft power (not officially adopted by the Municipality). Businesses voluntarily followed the recommendations, particularly those related to maintaining a consistent appearance. Some businesses even invested in new furniture and white umbrellas to adhere to the guidelines.
- *Reclaimed public space*: one significant accomplishment was that in 2023, the officially rented area matched the observed area on the ground, and in 2024, there was only a slight difference.
- *Business engagement*: the guide has had a significant impact as some businesses and restaurants have taken pride in following it. They have communicated their adoption of the guide on social media and publicly supported it. This level of adoption based on the personal convictions of HoReCa professionals may be one of the most enduring and impactful changes.

Guide for Placing Public Furniture in the Historic Centre of Braşov

- *Spaces for rest and socialisation*: after the tactical urbanism exercise with the Municipality, public benches were relocated to new positions on several streets. The repositioning of benches has proven beneficial, as they are now being used by passers-by, enhancing areas that previously lacked spaces for resting and relaxation with urban furniture. The most significant transformation occurred near the Catholic Cathedral on Mureşenilor Street, now functioning as a small square.
- *Public use of the furniture*: the intervention on Alecu Russo Street, though initially seeming minor, is an excellent example of the transformative power of public space through furniture. Positioned in the shade in a small urban niche on a secondary but frequented route by locals, this bench has created a new spot - an inviting refuge that seems to have always been there.
- *New routes and functions*: similarly, Michael Weiss Street has undergone a significant transformation, evolving from a simple corridor to an area combining promenades, quick crossings, and relaxation. The relocation of benches has created a diagonal route through the HUA, where public benches are consistently placed approximately 40 m apart - a functional model of how the entire area could operate.

Action 2: Presenting the Historic City as a Classroom

- *Community ownership*: people everywhere in the HUA are intrigued by the pretext objects installed in the squares and the lives of the objects. Each square has its caretakers, who act as guardians for these objects. Recently, an anonymous individual repaired the Snake Bank, showcasing the community's dedication to preserving these objects. Another touching example is the collective effort on social media to locate the Wheelbarrow Bench after it was relocated. These objects bring people together, as they are not only utilised but also serve as pretexts for shared stories and captured memories.

- *Inclusive and empathetic urban planning*: the impact of the innovation program went beyond just developing skills and abilities. It led to increased community engagement and a shift towards more inclusive and empathetic approaches in urban planning. Participants in the program reported an increased awareness of public needs and a greater confidence in engaging with community projects.

Action 3: Creating an Immersive Night-time Experience

- *Leadership from formal institutions*: the Municipality of Braşov released a new regulation for advertising, publicity and display activities within the city, which is currently open for public consultation. The regulation aims to address issues such as light pollution and other aspects of lighting in the City Center and incorporates provisions from the heritage-focused lighting strategy. The Local Council's approval of the regulation will ensure its mandatory enforcement, unlike the masterplan which serves as guidance.

What did not go to plan

Action 1: Transforming the Public Realm

Guide for Placing Terraces in the Historic Centre of Braşov:

- *Discontinuation from public administrators*: after the first year, the public domain administrator did not continue the guide's implementation process. The business community in the HUA was not invited to a conclusive discussion, and the guide remains optional. In other words, the administration has not yet entered the second phase of implementation, which would involve adopting the guide through a mayor's or Local Council's decision.
- *Loss of 2023's reclaimed public space*: under these conditions, several terraces have returned to practices the guide aimed to eliminate, such as illegal public domain occupation, visual clutter with striking symbols and advertisements, and large furniture and tables placed permanently in the public spaces.

Guide for placing public furniture in the Historic Center of Braşov

- *Disruption by some terraces*: the arrangement of benches in the tactical urbanism phase was disrupted by the start of the terraces season and the occupation of public space by restaurant terraces in the area. In particular, benches on Michael Weiss Street were entirely moved to make room for terraces, and the number of benches on Republicii Street was decreased.

Action 2: Presenting the Historic City as a Classroom

- *Bureaucratic procedures*: when trying to get approvals, dealing with the bureaucratic procedures can be a daunting and time-consuming task. The process can be overwhelming due to the administrative burden involved. For instance, we initiated the administrative process of donating the objects to the Municipality in January, but there has been no resolution to date.
- *Unknown future*: the delay has led to concerns about the maintenance and safeguarding of the objects. The upcoming change in leadership, with the current mayor having lost the election, has led to a deepening sense of concern regarding the future of the pretext objects.
- *Costly vandalism*: in the post-implementation survey, results revealed respondents' perceptions regarding issues such as vandalism and adolescent behaviour. Vandalism and adolescent behaviour are seen as significant problems, as reflected in the widespread occurrence of vandalism and the high costs associated with repairing damaged objects.

Major turning points

Action 1: Transforming the Public Realm

- *Voluntary embrace by the industry*: after the finalisation of the Guidelines for the location of seasonal commercial terraces in the historic centre area Braşov, this regulatory document was presented to the HoReCa community (Hotels, Restaurants, Catering Industry) in the presence of the local public administration and the press. Due to the fact that it regulated the ratio of the public domain to be occupied by each type of terraces, creating new conditions to have a more inclusive and unoccupied public domain, restricting the surfaces dedicated to the HoReCa industry, it was expected that the Guidelines will not be warmly welcomed. However, since the restrictions were clearly explained along the benefits for the community, and due to the fact that they were subject to dialogue and suggestions from the HoReCa industry, in the end, the regulation was accepted and embraced by most of the commercial businesses operating in the Historical Centre.

Action 2: Presenting the Historic City as a Classroom

- *Administrative challenges*: despite our best efforts, we have encountered challenges in donating the pretext objects to the Municipality. The administrative challenges add up with the upcoming change in leadership following the current mayor's loss in the election. As a result, we are actively seeking out alternative solutions to guarantee the proper care and management of the objects.
- *Expanding the search for mentors*: implementation of a strategy that involved a meticulous selection of the best mentors, professionals, local decision-makers, and relevant urban actors. This approach aimed to provide optimal support to the innovators and ensure the successful conversion of their ideas from the accelerator into permanent installations. Given the limited resources and expertise in Braşov in areas such as innovation, urban regeneration, lighting, and others, we expanded our search for mentors on a national level, focusing primarily on Bucharest. Our rigorous selection process prioritised the most suitable and knowledgeable mentors for the project, and this approach has delivered excellent results so far.

Risks and issues encountered

The necessity of presenting rules for the safety and security of the pupils and students acting in the working group, as their exploratory sessions take place on the streets of the Historical Centre, as well as the practice they will perform under the HUB-IN Summer School, where they will actually build wooden urban furniture. As well, working with minor pupils raises the risks and more care and attention are needed from the mentors.

Unexpected outcomes or impacts

The level of complexity of the urban regeneration ideas brought by the pupils and students in the co-creation working group had an unexpected positive impact, showing their maturity and great inspiration.

Networks

New contacts and connections in the Hubs' Governance model

The project successfully engaged several local stakeholders, achieving the target of 10-15 partnerships. Key partners included the Braşov - Covasna - Harghita Territorial Branch of the Order of Architects of Romania, BAZA, the Architecture office Alexandru Belenyi (BAAB), Degraph29, De-a Arhitectura, the Historical Monuments Foundation, and KunSTadt. Additionally, collaborations with SEWA Experiences Braşov, Energy Cities Romania, Kaustik, Transilvania University Braşov, and the Tales of Communism Museum Brasov enhanced the project's reach and impact.

Synergies with partner programmes inside / outside the HUA

Complementary funded project: one of the members in the governance structure (KunSTdt) submitted a project for funding from Braşov Municipality and the activities are complementary to HUB-IN. The project was approved and is being implemented, with funding of approximately €14,000.

Strong synergy with the Tourism in Balance project, currently being implemented in Braşov by the Braşov Metropolitan Agency. The project's primary objective is to promote sustainable tourism by supporting local communities and protecting the environment. For cities and regions facing the challenge of over-tourism, finding a balance between visitors, communities, and the environment is critical. To this end, the project seeks to develop new policies and strategies for better distribution of tourists, both in terms of time and space. As part of the project, a Local Stakeholders Group has been established, which will be actively involved in all stages of the project, including identifying key challenges, analysing best practices, identifying opportunities, and proposing strategic measures. The working group meetings will be held bi-annually, with the possibility of stakeholders participating in international meetings aimed at exchanging experience between project partners and related local groups.

Synergy with a civil society association called De-a Arhitectura, acting for the introduction of architecture and built environment education for children into schools curricula, as well as for encouraging and guiding teachers to use the built environment and architecture as learning resources for other subjects. We involve them in our HUB Governance Structure and HUB-IN Summer School, as mentors.

Braşov's tourism strategy: at the end of October 2023, the new directions of the Braşov area's tourism strategy were launched by the Romanian Ecotourism Association, in partnership with the City Hall of Brasov and the County Council of Braşov. In the discussions with the participants, as well as in the strategic documents, the studies elaborated within the HUB-IN project were mentioned as being very important to support the new positioning of the city.

Knowledge (and transferability)

Potential to replicate in the HUA or other cities

The Actions have a high replicability potential in other areas from our city, and this is an actual long-term sustainability goal, of replicating some of the actions on a yearly basis after the lifetime of the HUB-IN project.

The same replicability potential can be expressed in the perspective of other Romanian cities, and through OER (Energy Cities Romania), a network of municipalities, the Action Plan of Braşov will be promoted and the good practices shared. In case some cities could have an interest in implementing similar actions, tailored consultancy will be offered by the team of Braşov and the HUB.

Action 2: Presenting the Historic City as a Classroom

The innovation educational program aims to create a vibrant community of students, teachers, and residents who are enthusiastic about transforming underutilised spaces in the citadel into educational and cultural areas. The program aims to promote better interaction between locals, tourists, and traders in public spaces while also providing a practical education platform.

It utilises an innovative co-creation methodology, and the practical component is based on a Design Kit that enables participants to build and test prototypes in public spaces. For those interested in implementing a similar innovation program, we have created a range of useful resources to assist with the replication process:

[The "City as a Classroom" User Manual](#)

[The Design Kit manual](#)

this helps to understand how to use play, as a serious learning method, to discover innovative urban design methods

[Resource library](#)

on our website, we also have a library with other useful materials and resources:

Action 3: Creating an Immersive Night-time Experience

The Lighting Masterplan was extremely well received by the citizens of Brasov, valued as initiative and impact. It may very well be replicated by other cities in the country, within the whole frame of co-creation with the population and the light walks research.

Recommendations to other cities

Understand how to effectively target innovators to reduce the dropout rate from the program.

Establish a clear process that leads to the generation of innovative ideas.

Mix and match mentors, professionals, local decision-makers, and relevant urban actors to support innovators and help transform their ideas from the Accelerator into permanent installations.

Extend the search for mentors at the national level (for Braşov this was mainly in Bucharest) and identify those with the specific knowledge needed for this type of Acceleration program, considering the limitations of your city in these fields.

Make the best use of the Jury's feedback and recommendations, particularly concerning the originality of proposed solutions and the potential to develop definitive objects based on these prototypes.

Recognise the need to formalise an informal structure and understand the potentially time-consuming nature of this process.

3.2. COMMERCIAL SUSTAINABILITY

The Hub and its actions have been focussed on improving social inclusivity of the public realm, and the primary mechanisms have included leveraging success via soft power, mentoring, networking etc, rather than attracting financial investment to meet a monetary target. However, plans are beginning to mobilise in this area: together with the partners in the Governance structure the Hub team will make efforts to find funding for the next editions of the Accelerator.

3.3. CONTINUAL IMPROVEMENT

New Opportunities And Barriers in the HUA

In each quarterly review the Hub team assesses new and ongoing developments in the HUA that could influence the Hub's future, whether opportunities and barriers. The assessment is based on the "Ecosystem Elements" that comprise a HUB-IN city (full list of elements can be found [here](#) from page 11).

HUB-IN Ecosystem Element (main)	The new development	Opportunity or barrier	Next Step
Formal Institutions Governance	<i>Local elections 2024</i> The upcoming change in leadership, with the current mayor having lost the election.	It can be both a barrier and an opportunity.	The local HUB-IN team will try to finalise all activities according to the planning, before the leadership change.
Support organisations	<i>Insert ArtHub Urban</i> A new initiative was born as a result of the partnership between ABMEE and Kunstat for the Brasov HUBs governance structure. The project "Insert ArtHub Urban" aims to revitalise and positively transform public spaces in the historic centre of Brasov, encouraging interaction, creativity and civic engagement. The project targets diverse groups including the local community, children and young people, local artists, local businesses and tourists. The main activities of the project, taking place in June, July, August and September 2024 in the squares of the old city centre – Sf. Ioan, Brassai, Hirscher and Richter - include multidisciplinary cultural interventions in the visual and performing arts (1 Brassai tribute photo exhibition, 1 online catalogue with photos of residents, 1 acoustic jam session, 1 flash mob / performance, 1 talent show for teenagers, 1 treasure hunt concept workshop, 2 theatre performances and 3 games for children and families).	<i>Opportunity:</i> to organise in partnership the micro events planned at a larger scale because the initiative is funded from the local budget.	Organise the events.

Heritage

New project taking place in the Historic Centre - the redevelopment of the Council Square. The winning project was chosen following an international competition organised by the Romanian Order of Architects in 2022, at the request of Braşov City Hall. As a result, the winning team has started the technical design phase for the restoration of the most important area of the city, the Council Square.

The concept focuses on opening up the Council Square and restoring it to its original function as a meeting place for people, where they can spend their free time, talk, and relax around the new fountain that will be installed next to the Council House. Recently, a public debate was held on the project for the redevelopment of Council Square, which is in the feasibility study phase.

Opportunity:
to stimulate synergies

The local HUB-IN team will contact the architects in charge of the redevelopment project to **initiate cooperation**.

Networks

HUB-IN project results are included in Brasov's tourism strategy.

Opportunity

Follow up on the initiative.

Table 5: new opportunities and barriers in the HUA

Summary Learnings and Next Steps

In each quarterly review the Hub team digests the main points of their review, distils the overall learnings and decides on the priority next steps to be taken.

Category of Learning	Problem / Success	Impact	Next Step
Capitalising on the Architectural Lighting Masterplan	Following the presentation of the first solutions from the Architectural Lighting Masterplan, the Municipality decided to already apply measures to a recently renovated building from the Historical Centre	An emblematic building in the Historical Centre will have architectural lighting thanks to our Lighting Masterplan	Part of the Masterplan starts to be implemented - <i>first pilot case</i>

Table 6: summary learnings and next steps in the HU

3.4. FUTURE MONITORING / BENEFITS REALISATION

The HUB-IN programme ends in early 2025, and with it the formal requirements for monitoring.

The programme's monitoring reports are based on data available at a suitable "snapshot in time" a short period prior to its conclusion, to enable evaluation. Though the programme will no longer have any formal impact assessment after it completes, this does not prevent evaluation continuing in the HUAs.

Monitoring plans are still replicable by the cities in future years should they wish, or at regular intervals, in order to evaluate changes since the first "pre-" baseline or to compare with the first version of any replicated Actions. This continuation of monitoring depends on each city's appetite, as well as relevance of the monitoring plans after considering how the Actions have evolved, and whether any tweaks or replacements are needed to accommodate emerging needs of investors, decision-makers and beneficiaries.

Cities may therefore want to stay adaptive and refine their monitoring needs as Actions evolve.

For example, in the city's D5.2 Adapted Monitoring Methodology, there are baselines and / or plans for assessments that were not relevant in the final report - this could be for example because objectives evolved, or programme timelines are too short to detect changes, or practical constraints, or other reasons.

This could reference bring in some of the unused original plans for:

- *reduction in energy consumption due to lighting upgrades in public sector*
referencing the changes in lighting from regulations and Action on creating an immersive night-time experience, this data is possible to track and is collected, but it is too early for net differences to be detected (requires time for the regulations to come into force, and lighting technology / usage patterns to shift).
- *reduction in energy costs due to lighting upgrades in public sector*
as above
- *reduction in carbon emissions due to lighting upgrades in public sector*
as above
- *manual assessment of number of violations of each regulation (e.g. wrong intensity, light overlapping building outline, wrong colours, wrong hours etc)*
as above

Alternatively, the future interventions in the HUA may require new forms or focus in monitoring, and city teams will best be placed to refine this as they go. Existing databases (baselines) and partners can be valuable for robust and cost-effective monitoring. Key principles in impact assessment include relevance and proportionality, so as HUA Actions and strategies evolve then so too might the approach for monitoring, in order to provide practical and meaningful insights to "prove and improve" the Hub's impact over time.



Funded by the Horizon 2020 Framework
Programme of the European Union

D5.3 Evaluation Report

Genova

October 2024



Funded by the Horizon 2020 Framework
Programme of the European Union

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HOW TO CITE THIS DOCUMENT

Campailla S., Fossa M., Giusso C., Palmieri R., Startari S., Taylor C., Tenore F., (2024). Evaluation Report (Genova), HUB-IN project - Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas H2020-SC5-2019, GA 869429.

PROJECT INFORMATION

Project name: HUB-IN
Grant agreement number: 869429
Project duration: 2019-2024

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STATEMENT OF ORIGINALITY

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

ABOUT HUB-IN

MISSION

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment.

The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs and is fully aligned with the international agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Belfast, Braşov, Genova, Grand Angoulême, Lisbon, Nicosia, Slovenska Bistrica, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main areas that hold potential for the Hubs' sustainable transformations: 1) Cultural and creative industries, 2) New lifestyles and 3) Endogenous Natural & Social Resources.

VISION

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

CONSORTIUM



Δήμος Λευκωσίας
Nicosia Municipality



Belfast
City Council



Cyprus
Energy
Agency



Agency of Braşov for the
Management of Energy and Environment



Infrastrutture Recupero Energia
Agenzia Regionale Liguria



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1. INTRODUCTION

1.1. SNAPSHOT SUMMARY

Action 1: Urban Outfitting for a Lively HUA

Six international street artists painted a total of 60 shutters around the pilot area, with co-creation and support from residents on viable locations

Action 2: Public Art Initiative

Floor decorations in public squares, collection of resident stories and digitised displays of formerly unavailable sacred niches

Action 3: Creative Storytelling of the HUA

Development of a creative storytelling campaign for the historical and cultural heritage of the area, via physical and social media

Action 4: Experimental Call for Innovators

A large "Street Party" event, a "Fair to Share" artisan pop-up and "Passages of Light" bringing lights, music, images and words to streets

Stakeholder views:

"This project must absolutely continue because it gives citizens and tourists the opportunity to get to know a reality fundamental to the growth of the neighborhood."

Action installation visitor

"It [Creative Storytelling of the HUA] is crucial for bringing life into this area, for commerce, residents, and visitors alike."

Paola Bordilli, Municipal Councillor

"We need to overcome the prejudice that coming to Via Prè is dangerous: it is absolutely not true."

Shop owner

"[The Public Art initiative is] an inviting, innovative, creative, and enchanting action."

Attendee at the "La Via delle Storie" project

Early numbers:

1,000,000+

online views of the Creative Storytelling campaign across Facebook and Instagram, featuring community stories on the HUA's unique personality

650

visitors to the Experimental Call's "Fair to Share" pop-up artisan temporary shop during the 11 opening days, with new visitors and interest reported

500+

visitors to some of the Experimental Call's street events, among them Genoese and tourists, young people and adults, varying by timeslot

97%

of community respondents feel "somewhat" or "a lot" that the HUA has a unique identity, yet need remains for further interventions to continue its regeneration

94%

of respondents "agree" or "strongly agree" that the Urban Outfitting Action can improve perceptions of attractiveness in the HUA

90%

of respondents "agree" or "strongly agree" that the Urban Outfitting Action (painted shutters) can increase footfall in the HUA

78%

of community questionnaire respondents reported satisfaction in appreciating the Public Art initiative "quite a lot" or "extremely"

59%

of respondents to Action installation questionnaire were female, and giving insights from across the age spectrum from 18 to 65+

45

students from the Academy of Fine Arts co-designed the environment for residents to engage and volunteer 39 micro-stories

27

co-creators involved in the painting of shutters by six international street artists, with involvement of seven local associations

25

25 artisans exhibited their products at "Fair to Share" pop-up artisan shop, in a previously inaccessible private heritage building

19

one-to-one interviews held for the Creative Storytelling campaign (of which 11 women and 8 men), to capture all relevant content

19

total applications for innovations in the Experimental Call, well connected with the local territory, and three selected

16

paintings of formerly unavailable sacred niches adorned the main entrance of the local Municipality office in HUA, by LED screen

1 in 3

approx. respondents (47 out of 158) independently suggested replicating and / or scaling the Actions to other areas of Genova

1

Experimental Call project has initiated as a start-up, hiring two personnel, after the Action let them test their business model

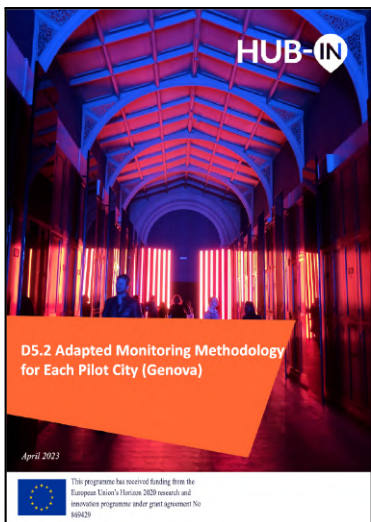
1.2. OVERALL OBJECTIVES OF THE HUB



As per Genova's Innovation Action Plan,¹ the Hub is located in the Western part of its mediaeval Historic Centre, which is one of the most extended, preserved and densely populated in Europe.

The HUA has a very central location, rich in heritage and home to important museums and cultural centres. Acting in synergy with other regeneration programmes already under way in the same area, the Genova Action Plan comprises four interlinked actions focussed on:

- public art
- urban outfitting
- creative storytelling of the HUA
- an experimental call targeting the creative sector.



As per Genova's Monitoring plan,² the city's prioritised outcomes were:

- Improved attractiveness and sense of place for local communities
- Social inclusion of students and residents (including in the co-design)
- Improved cultural awareness and accessibility for local communities
- Knowledge transfer and innovation brought into the HUA

The Hub's logic model can be seen below in Figure 1.

To avoid duplication, methodologies and content covered in previous HUB-IN documents such as the Action Plan are not replicated here - consult those documents for details, available at <https://hubin-project.eu>.

¹ <https://hubin-project.eu/library>

² <https://hubin-project.eu/library>

Genova Hub's logic model

→ Colour of arrows is just to make the links visible
 → no other meaning

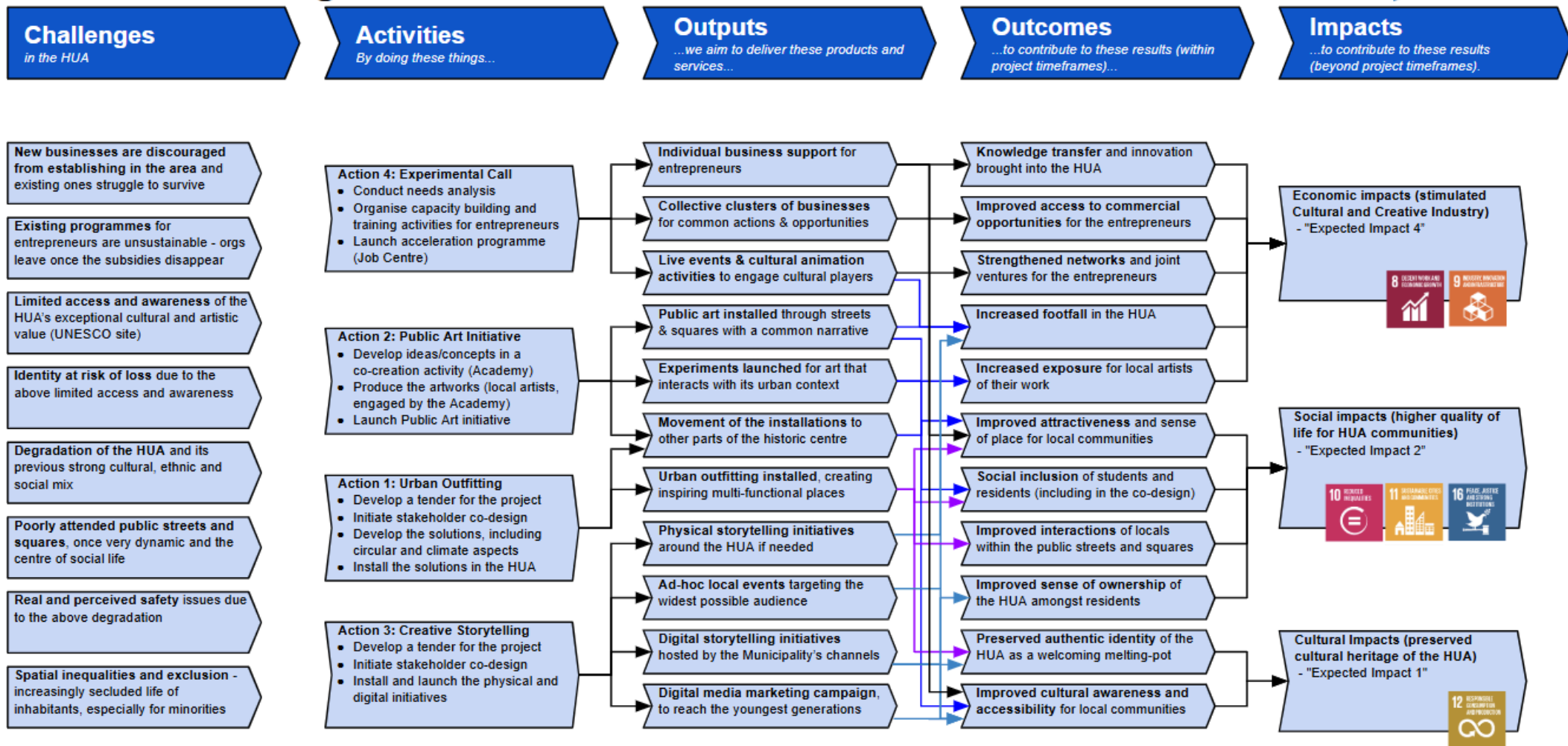
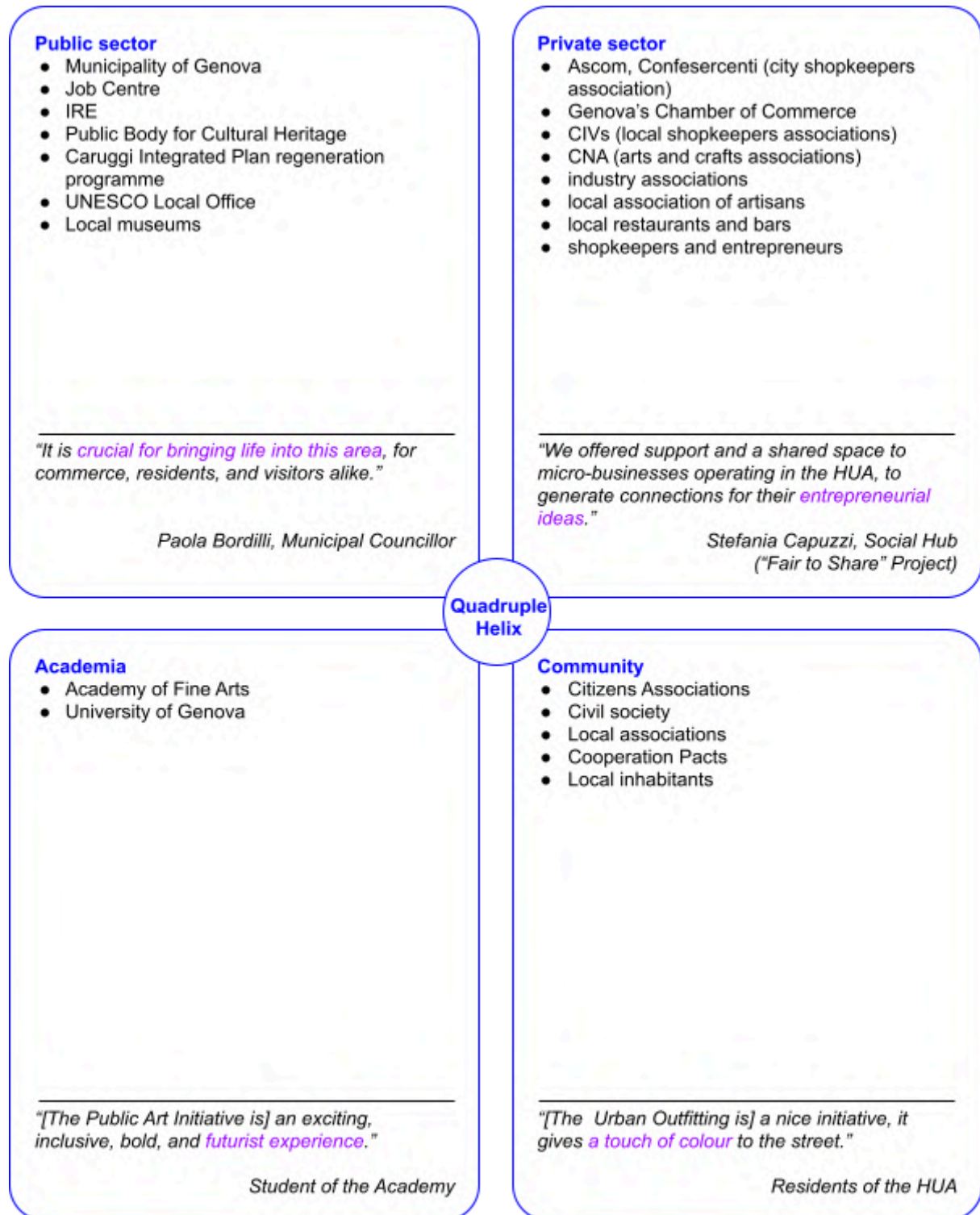


Figure 1: the Hub's logic model, illustrating the change pathways for the specific Actions' intended outcomes.

1.3. STAKEHOLDER ENGAGEMENT

Stakeholders across the “Quadruple Helix” were core participants in the Hub’s development and delivery:



1.4. PURPOSE OF THIS DOCUMENT

This document is a summary of the city's impact assessments to date, based on data, insights, content and commentary from the Hub team and their monitoring tools. Work Package 5 "Monitoring and Evaluation" has also provided some light support with additional commentary or presentation, but is not scoped to audit city data or findings. By intention this report is built first and foremost on the city's views and language, thereby staying true to the "voice of the city" wherever possible. Key findings will be drawn into the document D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

1.5. LIMITATIONS OF THIS DOCUMENT

A few standard notes are important in interpreting data in all HUB-IN cities:

- *determining long-term impacts from short-term projects*
Some of the regeneration actions in HUB-IN cities are expected to contribute to results in the medium- or long-term (i.e. beyond the end of the programme). The monitoring in all HUB-IN cities that is used in this report necessarily finishes before this point, at a "snapshot" in their evolution. *Therefore, early or interim findings and evidence are presented at this stage, indicating the "direction of travel" towards the expected impacts rather than prematurely assuming any final answer.*
- *finite resources*
As with all programmes, there is a finite constraint around budget and effort available to monitor. Attempting to monitor all possible outcomes, with all possible data, and applying all possible assessment techniques, is not an appropriate or cost-effective approach in impact assessments. *Instead, a handful of priority outcomes are assessed, as identified with city teams, their stakeholders, the programme and WP5's support in their document titled D5.2 "Adapted Monitoring Methodology".*
- *principles of feasibility, relevance, and practicality are important for decentralised monitoring teams*
City Hub teams are responsible for their monitoring and analysis (and are the primary beneficiaries) but do not always have access to economists, social scientists, environmental scientists, statisticians or professional qualitative researchers etc. Some do have strong backgrounds in quantitative and qualitative fields, or access to university students. This mix is expected to be similar to Follower Cities, who may have varying degrees of experience and comfort in data collection and evaluation. *Thus, the expectation is not for overly academic, lab-level research and statistics - but for practical, easily replicable approaches that make use of available data to give usable insights to the Hub teams.*
- *data constraints (sample sizes, commercially sensitive data, community trust, stakeholder fatigue etc)*
Whilst there is some leverage over contracted parties to provide data (e.g. all Accelerators were advised to make completion of pre- and post- surveys a contractual condition of the innovators receiving payment), sample sizes are highly dependent on the scale of the action and often the willingness of respondents. Much data is self-reported without scope for auditing (e.g. revenues). Stakeholder or community surveys etc will not necessarily meet the sample sizes or probability-based requirements used in academic papers for statistically significant findings or hypothesis testing. Robust techniques for this level of quality were considered (e.g. large scale professional community surveys; difference-in-difference techniques etc) but - as per the points above on finite resources and the small / short-term nature of many Actions - these did not pass the programme's or cities' requirements for proportionality, relevance and cost-effectiveness. *Thus, findings should not be taken as fully representing the larger population in the city or cross-city, but as indicative for the samples consulted. The findings therefore investigate evidence for the outcomes and inform Hub adaptations, and areas of potential future study, specific to those Actions.*

For Genova specifically, challenges included significant limits on permissions for sensors in the HUA (e.g. for conducting footfall analysis) and stakeholder fatigue from multiple previous interventions (preventing wider surveys, interview and focus groups). See the city's tailored monitoring plan³ for detail on the chosen monitoring techniques, data collection plans and limitations (not duplicated in this document). Key findings will be drawn into the D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

³ <https://hubin-project.eu/library>

2. ACTION-LEVEL EVALUATION

2.1. ACTION 1: URBAN OUTFITTING FOR AN INCLUSIVE AND LIVELY HUA

Key metadata

Action theme	Placemaking Co-creation and community engagement Art and creativity
Action clusters	Cultural and Creative Industries New Lifestyles Resilient and Human Connected Places
Expected outcomes <i>(city level)</i>	Improved attractiveness and sense of place for local communities
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 4: cross-sector collaboration, job opportunities and skills (economic)



Operational results

The Urban Outfitting Action was implemented through the “Futura” project, which aimed at revitalising the HUA's public spaces with colour and street art, making them more attractive and welcoming and engaging the local community. The Futura street art project has been implemented in a section of the HUA that is getting a lot of attention from the Local Administration and is hosting a large number of revitalisation and regeneration initiatives. It has been co-designed with local communities in the broader framework of the Municipal programmes for the sustainable regeneration of the historic centre (e.g. the “Caruggi” Integrated Plan).

In March 2024, six international street artists painted a total of 60 shutters around the pilot area. They are: Manuel Perna (Aris), Lucio Bolognesi (Basik), Alessandro Battisti Leif (Etnik), Enrico Sironi (Hemo), Jesus Manuel Pinto Garcia (Suso33), Cesare Bignotti (Useless Idea). The action was curated by Vittorio Vernazzano, expert in street writing and graffiti art.

Out of the 120 initially identified shutters, about 20 were in protected buildings so the Heritage Office denied authorisation for street-art works. In some other cases, the originally mapped shutters were excluded because the private owners weren't available to give permissions for paintings or because the shutters themselves were not suitable (e.g. because in poor condition). The implementers finally identified and decorated 60 shutters as foreseen in the original project and contract requested by the Municipality, thanks to the cooperation and support of residents.

The idea behind this project was to bring out the peculiarities of Genova's historic centre, embellishing the public space and setting up artistic and thematic paths. A synergy was then established between the “Futura” project (Action 1) and the “From Banchi to Prè” project (one of the three projects of Action 4), on the occasion of the “Street party” organised by the latter on April 5th 2024. During the event, which attracted a lot of visitors, a public presentation of the shutters was also set-up, with the Futura project's artistic director introducing / launching the painted shutters during a guided walking tour of the Pilot area. During the tour, he showcased the work of all the artists and explained the ideas underlying the artworks.

The walking tour was also attended by a group of residents who expressed their enthusiasm in the initiative, suggesting to extend the project by painting further shutters in the historic centre, and also to add QR codes to them in order to create a thematic pathway and attract more visitors into the area. As evidenced in the Installation Visitors' Questionnaires, 94% of respondents believe that the artworks can improve the perception of the area.



Examples of three of the artists' approach to the urban environment:



Enrico "HEMO" Sironi

Enrico "HEMO" Sironi is a Bergamo-based Italian street artist active since the 90s, well-known for his graffiti art style combining writing and forms. His stylistic tendencies are based on the stratification of tag textures and letter patterns, which he uses as aesthetic and conceptual vehicles with which to design letters, combining them with intense colour and perception studies.

For HUB-IN, he painted a set of 10 shutters aiming to be a snapshot of the souls of men and women living in the pilot area. To him, art is not only a means of personal expression, but it can also have a strong social value. Art is democratic, it brings down barriers and can bring the community together. With these paintings, he aims to bring people together and overcome cultural barriers, showing the different faces / people inhabiting the pilot area, with no distinction of age, race, etc. He wants to show the beauty of the world and of the people living in it.



Cesare "USELESS IDEA" Bignotti

"USELESS IDEA" is the pseudonym of Cesare Bignotti, an Italian multidisciplinary audiovisual artist and graphic designer based in Genova. He is currently also Guest Professor at Genova's Academy of Fine Arts. In his paintings, figurative and abstract are mixed, resulting in a dichotomy of traditional form and graphic style that makes it neither solely street art nor contemporary art.

For HUB-IN, he painted a set of 10 shutters aiming to bring a vision of real life and the metamorphosis of the human being. His paintings show subjects inspired by the local urban environment and people, and purposefully use a limited number of colours (scales of greys, whites and blacks) to blend with the environment without being too obtrusive. The paintings are also envisaged in a way that - even in the scenario of vandalism by third parties with tags or other writings - these could possibly integrate with the paintings' overall texture in a natural way.



Alessandro "ETNIK" Battisti

Born in Stockholm (Sweden) and now living in Turin (Italy), Alessandro is an artist, illustrator, and decorator. His painting style includes geometrical and architectural forms, mixing lettering with a mixture of urban landscapes. This way of representing the urban landscape as an abstract composition includes a critique and analysis of the concept of "city" as opposed to natural landscapes.

For HUB-IN, he painted a set of 10 shutters consisting of floating geometries integrating architectural and decorative details typical of Genova. By combining all his shutters painted for the Genova HUB-IN project, a larger image emerges, creating a thematic pathway through the historic centre of Genoa. Visitors are invited to explore the area, discovering and photographing each shutter, so that when these individual photos are assembled, they reveal the complete drawing.

Process evaluation

The co-creation process for the “Futura” project involved many different stakeholders, especially civil society associations and residents. Despite being aware that this was a pilot experimentation, the residents’ response in particular was very positive, so much so that they spontaneously proposed ways to extend, replicate and scale-up the initiative in the upcoming future to maximise its effect.

In particular, seven local associations were involved in the co-creation process, with 27 participants among them:

- Comitato Per Prè (resident association)
- Centro integrato di via Borgo di Prè (local shopkeepers association)
- Osservatorio Prè Gramsci 2011 (resident association)
- Il Melograno social cooperative
- La Comunità social cooperative
- Pandora social cooperative
- Prè Molo Maddalena (civil society association)

Several limitations were posed by the Local Office for Public Heritage due to the UNESCO status of the area, and because of this negotiations were needed and changes were made to the original project in order to be able to implement the Action. On one hand, this slowed down the overall process a little bit, but on the other, these challenges unlocked the unexpected cooperation of residents and other key stakeholders to collectively find for alternative solutions: so, when permission to paint a small portion of the 60 shutters was denied (because of the heritage status of the buildings they were located in), residents helped the HUB-IN team find viable replacements, by providing and facilitating contacts with the owners of new buildings and spaces.

Within the HUB-IN project, Futura has been an experimentation of how creativity and art can contribute to enhance the public space and improve social cohesion in an area full of challenges, contrasts and barriers. With its high number of artworks scattered around the HUA, this “highly-visible” project added permanent colour and art throughout, providing a small but relevant contribution to the general effort of improving attractiveness and quality of life within the area. The local residents’ association, Comitato per Prè, appreciated this project so much that it has declared its willingness to continue in its footsteps by promoting artistic walking tours of the shutters.

Outcome: Improved attractiveness and sense of place for local communities

The Hub team assessed the implementation of the actions, expected outcomes, benefits and challenges via:

- a questionnaire to visitors of the Actions' public events on attitudes and perceptions
- internal and external focus groups on more qualitative insights
- additional surveys to community groups on priority issues and experiences.

As all Actions support each other and intend similar outcomes, the Actions were assessed together rather than split out individually in this section - see the section below on Cross-Action Evaluation.

Next steps

Artistic walking tours of the 60 shutters will be organised in the future, in cooperation with the local residents' association, Comitato per Prè.

In general, this action of the Action Plan could potentially be replicated in other parts of the historic centre or other neighbourhoods, so as to extend their benefits elsewhere in the city. They could also serve as examples for similar initiatives in other historic centres around Liguria and nationwide (Italy is especially rich in HUAs). Particular attention will be posed to the legacy of the implemented actions and to the opportunity for them to be upscaled in future scenarios.

2.2. ACTION 2: PUBLIC ART INITIATIVE

Key metadata

Action theme

Placemaking
Co-creation and community engagement
Art and creativity

Action clusters

Cultural and Creative Industries
New Lifestyles
Resilient and Human Connected Places

Expected outcomes

(city level)

Social inclusion of students and residents (including in the co-design)

Expected impacts

(programme level)

1: reversing abandonment and neglect of historic heritage
(cultural)

2: new blueprints for regeneration with enhanced wellbeing and quality of life
(social)

4: cross-sector collaboration, job opportunities and skills
(economic)



Operational results

The Public Art Action consisted of “La Via delle Storie” (the “Street of Stories”) project, implemented by the local Academy of Fine Arts (professors and students) and involving different Arts (painting, digital, decoration, creative writing, etc).

The project aimed to contaminate the old town with contemporary art, with the aim of strengthening its artistic and cultural identity. During this quarter, implementation of the action with its multiple sub-projects was completed, specifically:



floor decorations

On April 3rd and 4th, two floor decorations were painted (using eco-materials) in two of the HUA's squares - piazza dei Fregoso and piazza della Commenda di Pré - starting from a design made by the students of the Decoration course, which took into consideration elements and colours of the HUA's architecture.



collecting stories of the local inhabitants

During the course of a week, from 15th to 19th April, the students of the Creative Writing Course sat in different squares of the HUA every day to collect stories from local inhabitants passing by. They used a set of 20 coloured seats designed and built by the students of the Scenography course, inviting citizens to take a moment and talk together, sharing their stories and experiences about the HUA. The result of this activity was the publication of two booklets collecting a total of 39 micro-stories.



digitised paintings of the sacred niches

On May 23rd, a LED screen showing 16 different paintings of the sacred niches adorning the main entrance of many heritage buildings in the HUA (and no longer visible because of deterioration) was installed in a Municipality-owned public office located at the heart of the HUA and providing day-to-day services to local inhabitants, and then launched with a public presentation on May 24th. This initiative has the aim to preserve the heritage of the HUA's sacred niches and was implemented by students of the Painting Course, who produced the paintings, with the help of students of the Lighting Engineering Course (for their digitalisation).

Examples of two artists' approaches to the floor decorations:



Antonia Bottero

Antonia Bottero, born in Berlin in 2000 and now living in Genova, is a student at the city's Academy of Fine Arts, specialising in Decoration.

For HUB-IN, she created a work of art to be painted on the floor of Piazza della Commenda di Prè, just outside the HUA's main Museum (museum of Sea and Migrations). The floor decoration is called "Quadrivium" and aims to create a painted surface reminiscent of a textile rug. The colour combinations and shapes, reminiscent of primitivism, are juxtaposed and overlapped in a stratification of signs and forms.

Decoration elements characterising the area, previously identified and photographed by the artist, are taken up and reinterpreted in the design, taken from local grates, vases and street manholes. The colours are inspired by textiles, rugs and flags typical of mediterranean cultures. In this work of art the textile rug, which in Western cultures is typically adorning houses' living rooms, is proposed in the form of a painting on public floor, made by using eco-paints.



Elisa Musico

Elisa Musico, born in 2000, is a student at the city's Academy of Fine Arts, specialising in Decoration.

For HUB-IN, she created a work of art named "Abitare" (translated "Living") to be painted on the floor of Piazzetta dei Fregoso, a rather hidden/isolated square in the very heart of the HUA. The aim is to create an "ideal" rug where people would aggregate to socialise and talk.

In Western homes, the rug is the heart of the house as it is located in the middle of the living floor, intimate and socialising. By taking this house element out in the public realm, the artist aims to also bring its intimacy out in the streets for everyone to enjoy, conveying positive feelings of safety and warmth.

Process evaluation

The implementation of this Action represented an important form of collaboration between the Municipality and the local Academy of Fine Arts. Thanks to the HUB-IN project, the two institutions signed a framework agreement that, besides allowing for this specific action's implementation, could be the starting point for further future cooperation. The Academy's Professors carried out a relevant co-creation activity with their students from different Departments, heavily involving them both in the co-design and in the implementation phases. In total, 45 students were involved, of which 34 females and 11 males.



Figure 2: students from the Painting course along with professors from the Academy of Fine Arts (May, 2024)

*"Art in public space **connects** people with creativity."*

Alessandra Gagliano Candela
Vice Director of the Ligurian Academy of Fine Arts
("La Via Delle Storie" Project)

Outcome: Social inclusion of students and residents (including in the co-design)

The HUA faced some notable constraints in impact assessment, including stakeholder fatigue, privacy and limits to sensors and data collection permitted in the historic centre (see section above on limitations of this document). Thus, as per the city team's monitoring plans, the team assessed the implementation of the actions, expected outcomes, benefits and challenges via: a questionnaire to visitors of the Actions' public events on attitudes and perceptions; internal and external focus groups on more qualitative insights; additional surveys to community groups on priority issues and experiences.

As all Actions support each other and intend similar outcomes, the Actions were assessed together rather than split out individually in this section - see the separate section on Cross-Action Evaluation.

Additional Hub team insights based on how engagement supports the intended outcome of social inclusion of students and residents are included below:

- *"La Via delle Storie" (Action 2) has provided an intriguing opportunity for dialogue* between contemporary art and the complex environment of our historic urban area. The initiative aims to promote public art as a tool for urban regeneration, in part by increasing footfall from both citizens and tourists in the HUB-IN pilot area.
- *The co-creation process assisted with familiarity of the HUA* during the co-creation process of the "La Via delle Storie" project, students and professors from the Academy of Fine Arts became more familiar with our Historic Urban Area (HUA). This involved recognizing the characteristics of the HUB-IN pilot area and, with the involvement of the Genova team, identifying the squares from Piazza Banchi to Piazza della Commenda in Pre where the artworks would be placed.
- *The creation of the various works of art involved moments of close cooperation* with local residents and associations. During the story collection days, more than 150 people participated. Individuals of different ages and backgrounds sat on the decorated seats, each sharing a story connected in some way to the historic urban area. The experience was so positive for the Academy' professors and students, as well as for the local resident's association (Comitato per Prè), that it will be repeated in the future.
- *A few people were not fond of the presence of the artworks* particularly the floor decorations, which received some negative feedback on social media, by a journalist who took this opportunity to attack the local government from a political standpoint. However, the majority of respondents to questions issued by social media, as well as tourists at the MEI museum (Museo Nazionale dell'Emigrazione Italiana), appreciated them.



Figure 3: pictures from the days spent collecting stories of the local inhabitants

Additional “co-benefit” outcomes:

Improved attractiveness and sense of place for local communities

Some interactions revealed that the artworks had some knock-on effect on HUA exploration:

workers at the MEI museum, where one of the two decorations was located (in piazza della Commenda), referred that many visitors inquired about the decorated carpet and were delighted to discover the existence of another one in Piazza dei Fregoso, further encouraging exploration of our HUA. Other participants gave their views on the personal meaning of the initiative to themselves:

*“[This initiative is] an **informal meeting space** for residents.”*

*“[This initiative is] **a way to hand down stories** about the historical centre.”*

*“[This initiative is] an inviting, innovative, creative, and **enchanting action**.”*

Attendees at the “La Via delle Storie” project

Next steps

With regards to the project collecting stories of local inhabitants, further events are going to be organised in the future to collect new ones, in cooperation with the local residents' association, Comitato per Prè.

Moreover, the “La Via delle Storie” project as a whole has already been presented to two further Academies of Fine Arts (Turin and Palermo) by the involved Professors. The Academy of Genova is also planning to produce a brochure about the experience and send it to all the Italian Academies for dissemination and replication.

In general, this could potentially be replicated in other parts of the historic centre or other neighbourhoods, so as to extend their benefits elsewhere in the city. They could also serve as examples for similar initiatives in other historic centres around Liguria and nationwide (Italy is especially rich in HUAs). Particular attention will be posed to the legacy of the implemented actions and to the opportunity for them to be upscaled in future scenarios.

2.3. ACTION 3: CREATIVE STORYTELLING OF THE HUA

Key metadata

Action theme	Placemaking Co-creation and community engagement Art and creativity
Action clusters	Cultural and Creative Industries New Lifestyles Resilient and Human Connected Places
Expected outcomes <i>(city level)</i>	Improved cultural awareness and accessibility for local communities
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 4: cross-sector collaboration, job opportunities and skills (economic)



Operational results

The Creative Storytelling action consisted in the development of a creative storytelling service focused on the historical and cultural heritage of the area, implemented by a creative agency well-known at national level in cooperation with a local stakeholder (a social cooperative) with deep understanding of the HUA.

The main aim of the action was to raise interest and awareness on the artistic, cultural and historical values of the area, promoting the development of a unique identity that would increase the attractiveness of the historic centre both among tourists and citizens. The project also wanted to promote and maximise the impacts of the HUB-IN project on the pilot area, including the different actions of the HUB-IN Action Plan in their overall storytelling.

During the second quarter of 2024, the implementers collected multimedia materials and completed the shooting activity, attending the various public events related to the different projects of the HUB-IN Genova Action Plan ("The Street of Stories", "Fair to Share", "From Banchi to Prè", "Passages of Light", "Futura"). After a series of co-design activities as well as several meetings with the territorial stakeholders (civil society associations, shopkeepers, etc.) and the communication team of the Genova Municipality, the concept of the digital marketing campaign was defined and the communication plan was drafted.

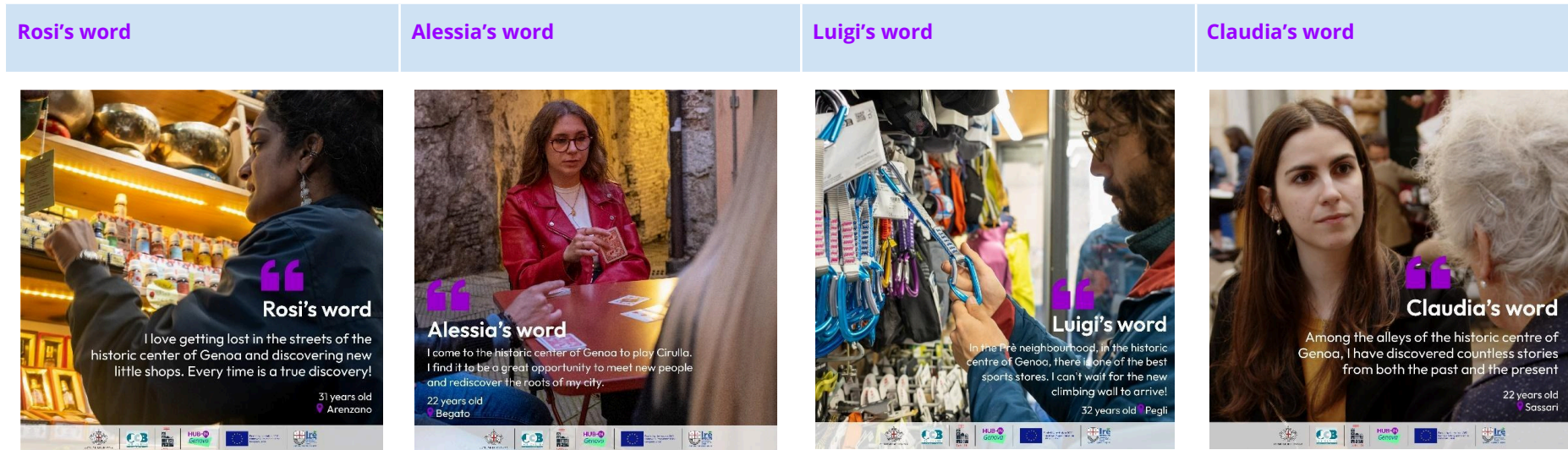
The idea selected for the promotional campaign was that of a "local guide" telling something new or unexpected about the pilot area, inviting citizens and tourists to discover the HUA from a new perspective. The campaign tells the stories of the HUB-IN actions as well as of the broader changes ongoing in the HUA in the framework of the regeneration programmes led by the Municipality, in particular the "Caruggi Plan".

The communication campaign included:

- *social media*
A series of 7 social media posts / reels (both on Facebook and Instagram). The targets for this social media campaign were Genoese people, especially living outside the historical centre, aged between 16 and 50 and over; and people living in neighbouring cities potentially interested in visiting Genova's historic centre. The aim was to reach the largest number of people living in neighbouring areas to attract and invite them to visit and spend some time in the historic centre, leveraging on the valorisation of some less known aspects of the local tangible and intangible heritage.
- *poster campaign on the city walls*
Including 200 posters with dimensions 100 x 140cm and four big posters with dimensions 600 x 300cm located in eight different neighbourhoods of Genova, with the aim to invite people to come and discover the HUA. A total of four different subjects were chosen, in accordance with the relevant office of the Municipality. The billboard campaign lasted for four weeks (July 29th - August 26th).
- *an emotional 3 minutes video*
To be broadcasted on the Youtube channel and on the institutional site of the Municipality, communicating the unique personality of the HUA to encourage visits.
- *newspaper coverage*
An article published on the "Guida Regioni" insert of "Il sole 24 ore" daily newspaper
- *10 interviews feeding into the above*
Including insights from Paola Bordilli (Municipal Counsellor); Sonia Startari (Municipal Officer); Stefania Capuzzi (Fair to Share), Alessandro Mazzone (Forevergreen), Alessandra Gagliano Candela (Accademia Ligustica), Liliana Iadaluca (Accademia Ligustica), Laura Monferdini (Viadelcampo29r), Gino Repetto (Occhialeria Sociale, shopkeeper), Cristiana Falavigna (Comitato Per Prè, civil society association).

The promotional campaign was launched at the beginning of June 2024 and finished at the end of August 2024. Between June 24th and July 21st a social media sponsored campaign has been set up.

Examples of the campaigns deployed to social media and city walls, targeting different audiences with complementary yet distinct messages:



Targets

Citizens, young people

Topics

Commerce, melting pot

Message

People are invited to come to the historic centre to do shopping in both traditional and **unconventional shops**, discovering new commercial realities and spending some time walking around in the historic centre.

Targets

Young people, students

Topics

Melting pot, social inclusion and animation

Message

Young people are invited to come to the historic centre to enjoy some **recreational activities** allowing them to spend some time and rediscover the traditions of the city.

Targets

Citizens, sportsman

Topics

Commerce, transformations ongoing in the pilot area, urban regeneration programme

Message

People are invited to come to the historic centre to discover some **specialised shops**. The post is also used to inform people about the transformations ongoing in the area within the Municipality's regeneration programmes (e.g. the new climbing wall).

Targets

Young people, students, citizens

Topics

Culture, social inclusion, intergenerational exchange, telling the HUB-IN actions

Message

The Creative Writing students of the Academy of Fine Arts organised the "La via delle storie" **street workshop** to collect real-life stories of the historic centre. This post is also an opportunity to tell the innovative actions implemented within the HUB-IN action plan.

Danilo's word



Targets
Families

Topics
Social inclusion, culture, entertainment

Message
People, especially families with kids, are invited to come to the historic centre to discover and spend some time enjoying a book or doing some other educational activities.

Cinzia's word



Targets
Citizens, seniors

Topics
Culture, seniors, urban regeneration programmes

Message
People are invited to come to visit exhibitions and museums in the historic centre of Genoa. The post is also used to inform people about the transformations ongoing in the area within the Municipality's regeneration programmes (e.g. the new Migration Museum).

Gabriela's word



Targets
Citizens, seniors

Topics
Culture, seniors

Message
People are invited to come and visit the historic centre of Genova to discover its rich heritage, art and culture, often made of hidden treasures not well-known by locals.

Figure 4: examples of the Creative Storytelling campaigns

Process evaluation

In general, the Action required many meetings with the Communication team of the Genova Municipality to align its promotional campaign with the broader communication strategy of the Municipality.

Co-creation with local external stakeholders was also intense (19 one-to-one interviews were held, of which 11 women and 8 men), to make sure that all the relevant content and storytelling would be captured in the campaign.

Some of the actions of the Storytelling campaign are still ongoing at the time of writing and will be completed by the end of August 2024, in particular the billposting and some of the social media posts. In terms of timing, the Creative Storytelling Action comes later than the others, as it needs all the other Actions to be completed in order to be able to narrate them.

Outcome: Improved cultural awareness and accessibility for local communities

A total of 288,184 interactions were obtained for the social media promotional campaign, as at June 2024. Each piece of content has been sponsored for seven days both on Instagram and Facebook. The storytelling campaign results provided by the Municipal Communication Office show Facebook coverage of 600,579 views and Instagram coverage of 465,592 views: a total of 1,066,171 views.

The results of the campaign are quite satisfactory for the Hub team in terms of interactions: the social media posts received a good number of interactions. The comments are generally positive towards the content of the posts, some negative feedback is linked to the general situation of the historical centre and to some criticism at the political level. The poster campaign contributed to consolidating the social media campaign recalling the contents already seen on the Web.

The campaign was approved and supported by the relevant office of the Municipality in the broader framework of the institutional communication strategy of the local administration.

*"[This Creative Storytelling of the HUA] is **crucial for bringing life into this area, for commerce, residents, and visitors alike.**"*

Paola Bordilli, Municipal Councillor

Next steps

No next steps are foreseen for this action. However, the Municipality is planning to further disseminate the materials produced (e.g. video) to promote the HUA.

2.4. ACTION 4: DEVELOPING AND RUNNING AN EXPERIMENTAL CALL FOR INNOVATORS

Key metadata

Action theme

Acceleration programmes/challenge calls
Co-creation and community engagement
Sustainability

Action clusters

Cultural and Creative Industries
New Lifestyles
Resilient and Human Connected Places

Expected outcomes (city level)

Knowledge transfer and innovation brought into the HUA

Expected impacts (programme level)

1: reversing abandonment and neglect of historic heritage
(cultural)

2: new blueprints for regeneration with enhanced wellbeing and quality of life
(social)

4: cross-sector collaboration, job opportunities and skills
(economic)



Operational results

In late 2023, the call for innovative projects awarded three projects out of 19 applications. Most applications came from local associations, and many of them were not considered relevant or innovative enough. The three awarded projects were selected so as to cover the three main pillars of the call (cultural heritage, social inclusion and business innovation).

During the second quarter of 2024, the three projects selected by Action 4 completed their implementation as follows:

1. “Da Bancchi a Prè” Street Party project (“From the Piazza to the Street”)

A “Street Party” large event («Festa di Via») was held with the aim of attracting citizens in the HUA by offering entertainment, experimentation and an unconventional shopping experience, while at the same time hybridising the commercial offer within the pilot area. It launched on April 5th and 6th 2024, after months of planning and preparation.

For two days, from 9am to 10pm the HUA was brought alive by a very rich programme of initiatives, including 6 shop takeovers, 3 pop-ups and 13 music concerts inside the shops.

A central aspect was to change the perception of these places through new narratives, with the intention of bringing Genoese and visitors closer to rediscover the alleys of this neighbourhood. Da Bancchi a Prè has pursued several key objectives, aimed at giving back confidence and vitality to local residents and to the local traders who have long experienced a sense of abandonment.

residents

...of the neighbourhood expressed satisfaction, highlighting how the project has potential to renew the sense of community and belonging to this place. The cultural and commercial activities brought new life to the streets, offering opportunities for socialisation. Based on reports that the implementers submitted to the Hub team, the initiatives were perceived as a positive signal, showing that the neighbourhood is not forgotten, but at the centre of a process of rebirth.

traders

...benefited from the high attendance during these days, particularly thanks to the music performances, which attracted a large number of people. Indeed, the event organisers reported an attendance of 500-700 visitors, among Genoese and tourists, made by young people, families and adults that alternated on the basis of the timeslot. The collaborations developed during the project opened new networking and business development opportunities. For example Silvia Pesaro by Tuss edizioni started a collaboration with Edizioni Brigantino that are designing the set up of its new studio in Camogli in Genoa metropolitan area and Rachele Montoro aka Paola Volpe met Anna Daneri that hosted her in the Superorganismo event.

visitors

...both from Genoa and elsewhere, were enthusiastic about rediscovering an area of the often overlooked city, based on feedback that the implementers submitted to the Hub team. The new narratives and activities offered a different point of view, to enrich their experience of the city. Feedback from participants included statements of desire to return and interest in following the evolution of the project.

These positive results underline the importance of continuing this path by expanding the programme, and Partnerships and duration.

2. “Fair to Share” project

The project aimed to create a temporary shop in the HUA for artisans and small businesses, and also to set up a Training Academy to build their capacities.

In the second quarter of 2024, the project completed the programme foreseen for the Training Academy that had begun in the previous quarter, for a total of 12 classes on various topics, from business modelling to legislation, media content creation, video editing for social media and e-commerce. In total, 10 subjects were involved in the training. It also searched for and found the place to host the temporary shop, which consisted in a pop up market in which artisans can exhibit and sell their product and take part in a 1-to-1 advice programme with experts. During the pop-up market several creative labs were organised. It was open on Fridays, Saturdays and Sundays in May 2024. 25 artisans exhibited their products at “Fair to Share”.

The implementers of the “Fair to Share” project reported a positive feedback from the creators’ community and local residents, who strengthened their social networks thanks to the project. Through the active involvement of associations, traders, craftsmen and professionals, the project has helped to create a tangible sense of community by promoting collaboration and innovation in the historic centre.

Through the opening and valorisation of the spaces used by the project, “Fair to Share” has enabled citizens to rediscover a previously inaccessible and preserved private building as part of their city’s cultural and historical heritage, aiming to promote a sense of belonging and local pride. Over 650 people visited the space during the 11 opening days, attracting new visitors and increasing their interest in the HUA.

During the activity, the 25 artisans got to know each other and exchange learnings and knowledge, establishing new relationships and strengthening their networks.

The collaboration with associations has also made it possible to organise workshops and meetings which respond to the real demands and interests of the local community, increasing relevance and effectiveness of the project.

Through the work of professionals, “Fair to Share” has been able to strengthen the local economic ecosystem, supporting 10 artisans in improving their business. Training and consultation sessions have encouraged professionalisation and innovation in the sector, potentially contributing to greater competitiveness.



3. “Passaggi di luce” project (“Passages of Light”)

Managed by a social cooperative, the project aimed to regenerate and improve the HUA’s famous Via Del Campo through arts (lights, music, images and words) with the goal to promote social inclusion and relationships with and between the local community / inhabitants, and increase footfall, hence contributing to safety and livability. Via del Campo is the street sung by Fabrizio De Andrè and where Viadelcampo29rosso, the museum of songwriters, is located. By projecting the lyrics of the Fabrizio De Andrè and more in general by the Genoese songwriters the project aims to strengthen the idea of Via del Campo as the street of the songwriters.

A challenge was faced as the National Authority of Cultural Heritage denied permission to install projectors on the protected building’s walls. Solidarietà e Lavoro overcame this rejection by creating a network with some of the shops in Via del Campo, which ended up hosting the projectors inside their premises, showing the planned images in their shop windows for passers-by to see. In this way, they increased the involvement of inhabitants and local businesses in the project, who felt a sense of belonging with it and a strong cultural identity.

To ensure direct involvement of local communities, Solidarietà & Lavoro built relationships with different subjects of the territory during the development of the project. Thanks to the support and collaboration of subjects such as Campagna Amica, La Navicella dell’Ingegno, Palazzo Durazzo and Field XS, it was possible to integrate the program of the event “Passages of Light” by involving actively these activities in the cultural proposal and its possible developments.

The partnering businesses hosting the installations benefited from an increased attention by passersby, who were curious about their window’s new layouts, also becoming an integral part of the cultural proposal and events, contributing ideas, content and spaces. On May 24th, the project was presented during a guided walking tour through the street, followed by a music concert by Max Manfredi and Alice Nappi, attended by approximately 30 people.



Process evaluation

A diverse array of stakeholders consulted, but some felt less involved than they desired: by talking about the co-creation process it emerged by the focus group that during the implementation of the actions some inhabitants and shopkeepers didn't feel involved in the process. We involved association of citizens, associations of shopkeepers, trade associations, chamber of commerce and so on. The effect was mitigated by the implementers that made a work of urban acupuncture, it means to organise small and spread events and they involved citizens and shopkeepers by building with them their actions on the ground.

About the call for innovators we received a satisfactory number of proposals (19). However, most of them came from associations and cooperatives rather than startups. This made the projects well connected with the local territory but less innovative, in the sense that they were more oriented towards social inclusion rather than innovation.

*"We tried to **imagine a new vision** for this part of the HUA, based on cross-pollination between art, commerce, and culture."*

Francesco Cavalli

Blue Breeding and Learning Unit ("Da Banchi a Prè" Project)

Outcome: Knowledge transfer and innovation brought into the HUA

One of the implemented projects became a start up, and this is one of the most important unexpected results. In fact, "Fair to Share" during the implementation tested a business model to understand if the offered services were sustainable. Due to the good success of the experience they decided to create a start up. Moreover they decided to hire two people.

The Hub team assessed the implementation of the action' expected outcomes, benefits and challenges via:

- a questionnaire to visitors of the Actions' public events on attitudes and perceptions
- internal and external focus groups on more qualitative insights
- additional surveys to community groups on priority issues and experiences.

As all Actions support each other and intend similar outcomes, the Actions were assessed together rather than split out individually in this section - see the section below on Cross-Action Evaluation.

Next steps

In general, the actions of the Action Plan could potentially be replicated in other parts of the HUA or other neighbourhoods, so as to extend their benefits elsewhere in the city. They could also serve as examples for similar initiatives in other historic centres around Liguria and nationwide (Italy is especially rich in HUAs). Particular attention will be posed to the legacy of the implemented actions and to the opportunity for them to be upscaled in future scenarios.

The "Fair to Share" project decided to become a start-up, planning to hire two people and capitalise the network built during the HUB-IN project to open several pop-up stores each time in a different place. Some of them are in the pilot area. During the projects they tested the economic sustainability of the project by gathering feedback from the participants.

The "Da Banchi a Prè" project is intended to become an annual event by the "Blu - Breeding and learning unit" association. They had an endorsement from the Deputy mayor for commerce and they decided to start a fundraising campaign.

2.5. CROSS-ACTION EVALUATION

Key metadata

Action theme	Placemaking Co-creation and community engagement Art and creativity
Action clusters	Cultural and Creative Industries New Lifestyles Resilient and Human Connected Places
Expected outcomes <i>(city level)</i>	Improved attractiveness and sense of place for local communities
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 4: cross-sector collaboration, job opportunities and skills (economic)



Operational results

As described for each individual Action (see the city's D5.3 Evaluation Report for more details).

Process evaluation

The Genova HUB of Innovation is led by the Genova HUB-IN Team - in strong synergy with the Caruggi Integrated Plan Working Group and the Unesco Office - which sets priorities, coordinates activities and acts as the main contact point for the project. During the second quarter of 2024, several coordination meetings and working sessions took place within the Team to implement the actions.

In particular, we worked closely with the seven external subjects responsible for implementing the multiple projects making up the four actions of the Genova Action Plan. Besides holding regular monthly coordination meetings with all of them as a group, to exchange updates on their respective projects and identify opportunities for synergies and collaborations, we had weekly (often daily) contacts with each subject individually, facilitating their activity from an administrative standpoint and supporting them in each step of the implementation.

Media and social media were used to deepen engagement: 22 local newspaper articles published on HUB-IN and its Actions / public events, and 23 social media posts (14 by Comune di Genova, 7 by IRE Spa, and 2 by Job Centre).

Towards the end of the programme, we administered a Visitor Questionnaire focusing on the implementation of the actions - details below.

Outcome: Improved attractiveness and sense of place for local communities

A Visitor Questionnaire, focusing on the implementation of the actions, was delivered to people attending the different Actions' main events and presentations, to get their views and qualitative insights about the implemented initiatives.

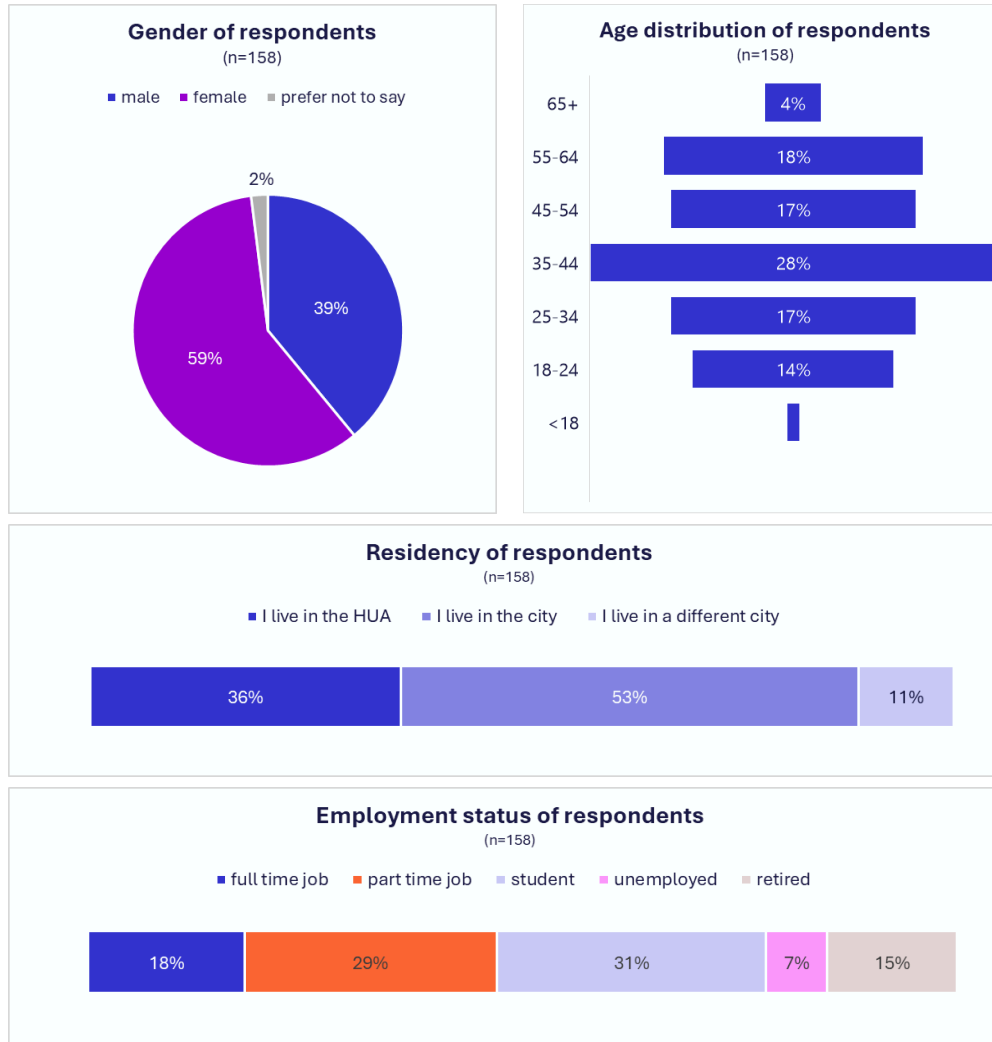


Figure 5: gender, age, residency and employment status of respondents

We collected a total of 158 questionnaire responses:

- 50 for Action 1 Urban Outfitting
- 45 for Action 2 Public Art
- 63 for Action 4 Acceleration Programme
- no questionnaires were collected for Action 3 Storytelling, as the activity did not have public events.

In terms of demographics, there was a broad representation amongst the respondents in terms of:

- *balanced genders, with a lean toward female*
just over half (59%) were female, just under (39%) male.
- *broad age ranges*
respondents aged from below 18 to over 65, giving insights from across the age spectrum
- *broad employment status*
income data was not requested for reasons of appropriateness, privacy and to remove barriers to questionnaires being filled in. However, respondents revealed that they were (in order of proportion) students (32%), full-time employed (17%), part-time employed (29%), retired (15%) and unemployed (7%).
- *mostly from Genova*
approximately 9 out of every 10 respondents (81%) were either from the HUA or the wider city. About a third were from within the HUA itself - importantly, this ensures the feedback included voices from the target area itself, and not entirely from visitors or tourists.

N.B. normal limitations apply to surveys collected via small scale and "non-probability" sampling methods, i.e. the findings can support qualitative assessments and useful on-the-ground insights, but can not be taken as representative of the entire HUA resident community.

The Visitor Questionnaire assessed attitudes on the Actions' ability to increase a) the number of visits and b) attractiveness of the HUA, as well a simpler qualitative comparison of adjectives selected to describe the Actions (Figures 6 and 7).

In general, attitudes were strong on the expected outcomes - see the majority "agree" and "strongly agree" attitudes in Figure 6, across three of the Actions' ability to increase footfall and attractiveness of the HUA (no questionnaires were collected for Action 3 Storytelling, as the activity did not have public events).

Action 1 Urban Outfitting receives particularly high positive perceptions, with no respondents disagreeing with the Action's potential to stimulate the two measured outcomes. Encouragingly, about half (48%) strongly agree that the shutter paintings can facilitate an increased number of visits. Almost 2 out of every 3 (60%) strongly agree that the intervention can make the HUA more attractive - this is the highest result in the questionnaire, indicating some potential for replication / scaling.

Action 2 (Public Art) and 3 (Experimental Call) are similarly positive - they each score over 80% of respondents either agreeing or strongly agreeing on the ability to contribute to footfall and attractiveness. The difference with Action 1 is that they have some detractors as well as advocates - each has at least some respondents "strongly disagreeing". For example, about 1 in 10 (10%) of respondents "strongly disagreed" that Experimental Call would increase the attractiveness of the HUA - this raises questions on the drivers behind these different experiences and attitudes. Certain constraints in the HUA (see section "Limitations of this Document" on stakeholder fatigue etc) limited the extent to which deeper surveys and focus groups could be deployed, but it may be insightful for the Hub team to consider if further exploration is possible. For example, if the Action's programme of events is diverse, then some events may have had a deeper impression than others and this may inform future replications of the ideal blend of formats, partners, priorities etc.

The Actions were seen somewhat as engaging and inclusive in a light-touch qualitative poll - these adjectives were chosen by about 1 in 4 respondents (27%) as their selection to describe the Actions (Figure 7). This was by far the most popular selection, with "innovative" and "enjoyable" falling second and third, suggesting the Actions were seen as a working blend of entertaining new experiences in the HUA that were open and accessible to different social communities and groups. In fact, 93% of respondents were there specifically for the Actions, indicating new visits that day. The lowest non-"other" selections (such as scores on "useful") may be worth exploring in order to understand further how to improve on these.

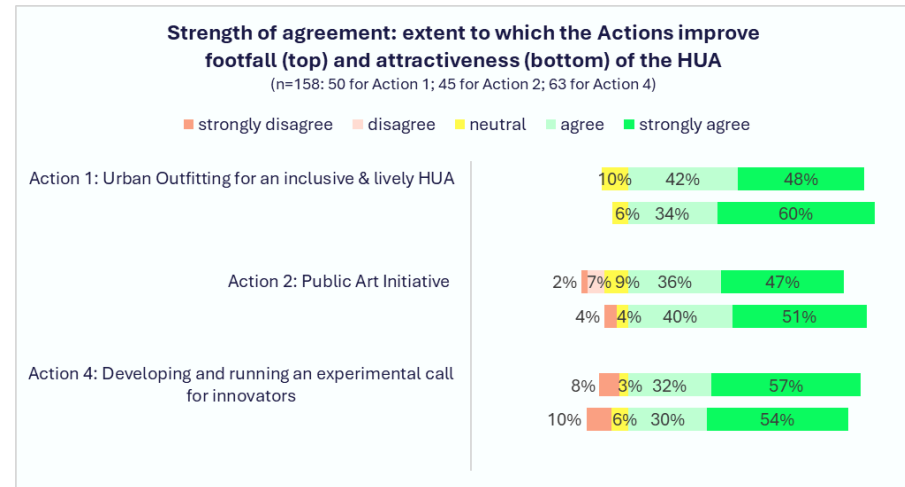


Figure 6: strength of agreement on intended outcomes of the Actions

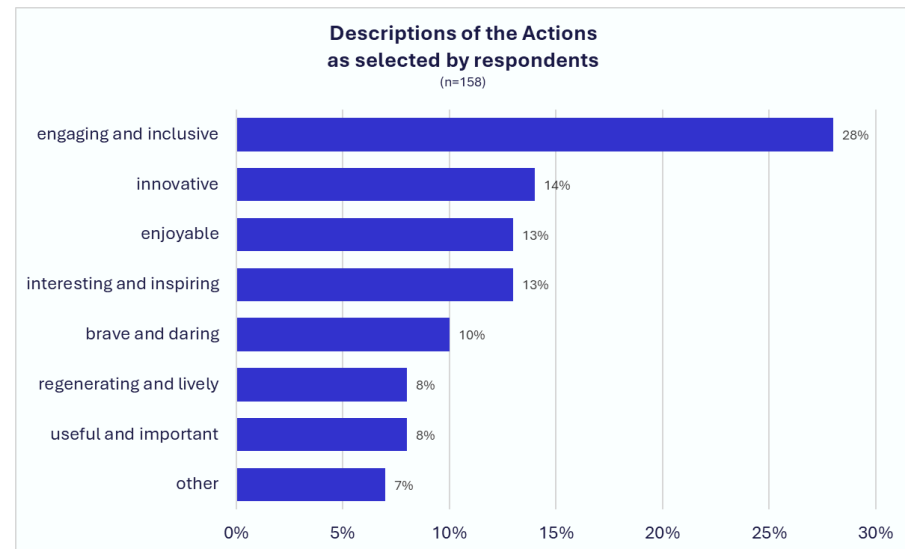


Figure 7: description of the Actions as selected by the respondents

Respondents also offered positive feedback for future replications, with 47 (almost one in three) independently suggesting replication or scaling. Other feedback included suggestions to increase the advertising to promote discovery - especially physical advertising that can complement the social media campaign. Increasing inclusivity was also a suggestion raised multiple times, such as involving local schools and generally reaching as many citizens as possible. Several also raised a desire to engage more deeply with the meanings behind the art works, and part of this included digitising aspects such as guides and discovery tools - and even to buy and sell. Overall these suggestions indicate interest in continuation / expansion of the Action, and offer insights that may assist with their development and improvement in future. 75 respondents did not offer any feedback (e.g. "no", "not sure", "nothing at the moment", etc or left the response blank).

Replicate it (32)	Scale it geographically (10)	Scale it thematically (5)
<p>"The action should repeat itself over time."</p> <p>"Make it a model to be re-proposed."</p> <p>"Replicate several times (even in the evening)."</p> <p>"This project must absolutely continue because it gives citizens and tourists the opportunity to get to know a reality fundamental to the growth of the neighborhood."</p>	<p>"Expand to all neighborhoods of Genoa."</p> <p>"Continue the project also on other shutters."</p> <p>"Extend the Action to other neighborhoods."</p> <p>"Expand it."</p>	<p>"Involve more ethnic groups in organisation and music."</p> <p>"Promote it - find ways to include other cultures."</p> <p>"If time permits, do outdoor events."</p>
More inclusivity (5)	More digitisation (3)	General positive, no suggestions (6)
<p>"Propose the questionnaire also in the schools."</p> <p>"Involve as many citizens as possible."</p> <p>"Reduce indifference to increase participation."</p>	<p>"Digitise all the drawings."</p> <p>"Create a digital guide to discover the artists and tell the works."</p> <p>"Create a digital version that allows you to buy/sell but also relate in the moments."</p>	<p>"I think it is already excellent!"</p> <p>"No , I don't think there are any other things to point out."</p> <p>"Inviting action, everything perfect."</p>
More advertising (16)	More information (2)	More environmental (1)
<p>"Make it more often and advertise it."</p> <p>"More advertising visually on the street and not just on social media. Simple road directions for the events in the main streets where the public already finds passage."</p> <p>"Involve also the shopkeepers for posting posters in the event area. Thank you!"</p>	<p>"It would be nice and useful if there were labels to explain the deep meaning of the works, so everyone can understand."</p> <p>"[Make] labels more visible with description of the works."</p>	<p>"[Make it] more green."</p>

Figure 8: qualitative feedback from the 158 installation respondents

Additional “co-benefit” outcomes:

Knowledge transfer and innovation brought into the HUA

Additional qualitative insights on the Actions’ contributions were investigated via Focus Groups, held after completion of the Actions. Key insights are summarised below:

1. Focus Group with all the external stakeholders implementing the actions

On July 3rd 2024 at the Genova Blue District the final Focus Group with external stakeholders was held. The Genoa Hub-In Local Team and representatives from all the subjects implementing the activities of the Action Plan attended the meeting. Specifically:

Public sector (6)

Fabio Tenore – Job Centre
Silvia Cama – Job Centre
Silvia Campailla – Municipality of Genoa
Roberta Palmieri – Municipality of Genoa
Cristina Giusso – Municipality of Genoa
Michela Fossa – IRE Liguria

Private sector (6)

Matilde Sproccati – BAM Strategie Culturali
Stefania Capuzzi – Social Hub Genova
Francesco Cavalli – Blu – Breeding and Learning Unit
Chiara Pezzimenti – Blu – Breeding and Learning Unit

Academia (1)

Daniela Pasqualini – Academy of Fine Arts

Community (3)

Valentina Saulle – Solidarietà e Lavoro
Laura Monferdini – Solidarietà e Lavoro
Mario Gagliardi – Coop. Il laboratorio
Laura Iozzi – Coop. Il Laboratorio
Alessandro Mazzone – Ass. Forevergreen

The aim of the Focus group was to discuss the perception of the implemented actions’ impact on the HUA; the learnings as well as the do’s and don’ts; and how effective the adopted methodology could really be in revitalising the area. The reflections align to the “entrepreneurial ecosystem” elements that are the “ingredients of a HUB-IN place” per the project’s Framework:⁴

Ecosystem Element

Reflections

Entrepreneurial Culture

Significant contribution to experimentation and innovation

While the impact generated cannot already result in a change of perception of the HUA, it constituted a first step of a new way of living in the area, bringing new energy and greatly motivating those who live and work in the HUA.

Leadership

Acknowledgment that the territory needs coordination

E.g. the “Patto di sussidiarietà di Pré”, an ongoing agreement between the Municipality and local associations, organised a lot of small events in the HUA but if all these events remain without coordination the results will not be valuable.

Challenge: not enough time to create a real impact, and related permit constraints

The HUA is subject to constraints by the National Authority for Cultural Heritage that can take up to 120 days to allow a permit for implementation of any kind of action. So it is easily understandable how this could affect the results of a six months long implementation project. The time constraint was even more impactful considering that all the projects implemented as part of the Action Plan were experimental and had never been implemented before. Months were spent to understand how to solve problems and overcome constraints, so probably a second edition will be likely to have a higher impact on the territory.

Knowledge

New ways of doing things and increased capacities

One of the most valuable results was indeed the many lessons learned by the implementers; in finding ways to solve all the difficulties they met along the way, they learned new ways of doing things and increased their capacities. Some of

⁴ <https://hubin-project.eu/library/hub-in-framework-overview/>

Ecosystem Element

Reflections

the subjects in charge of implementing found creative ways to tackle problems and made a virtue out of necessity. For example, *Solidarietà e Lavoro*, who didn't get the permission from the National Authority of Cultural Heritage to install projectors on the protected building's walls, created a network with some of the shops which ended up hosting them inside their premises. In this way, they increased the involvement of inhabitants and local businesses in the project, who felt a sense of belonging with it and a strong cultural identity.

Networks

Interaction and co-operation was a positive result

Highlighted multiple times during the discussion was that all the projects and implementers interacted and cooperated with each other. Typically, a lot of small events are organised in the HUA, but they don't manage to reach people and get lost in the confusion because of a lack of coordination between the local subjects implementing them. Thanks to HUB-IN, a local ecosystem of stakeholders was created, all working together for the first time, cooperating, sharing the same message and sometimes the same resources, hence maximising the results of their individual projects. Those subjects, all sharing the same objective of revitalising the HUA, got to know each other and work together, and it is highly likely that this cooperation will continue in the future and generate new projects for the area. This coordination between the projects contributed to avoid stakeholder fatigue, as all efforts towards their involvement were coordinated, and also reinforced participation in the individual projects' events.

Urban Culture

The role of discovery and networking in overcoming safety concerns

Despite the small size of the action, some further impacts could still be seen. E.g.:

- *the Da Banchi a Pré project brought a lot of new people to the HUA helping them overcome the fear of walking those streets and contributing to their discovery of the area.*
- *The Fair to Share project helped open a previously closed heritage building to the public, hence contributing to its discovery by the many people visiting it during the project. Fair to Share also created a ground for local shopkeepers and artisans to network and plan future projects together.*

New visions and processes kick-started

The HUB-IN project offered new visions and kick-started new processes of reshaping the HUA in relation to the urban system, from a social, environmental, infrastructural point of view. HUB-IN has kept this complexity, without having the ambitions to solve all the problems of the area, by leaving two different imprints: the first is a material imprint of a collective experience of imagination on a defined territory (e.g. the painted shutters, the floor decorations, etc) but the most powerful legacy is the immaterial one consisting in the synergies between the subjects who are rooted on the territory and those who explored it for the first time; this showed that there could be a different way to imagine the future of the HUA by imagining new possibilities and new relationships.

Table 1: findings from the focus group with external stakeholders implementing the Actions

There were some challenges: participants agreed that it was too early to talk about "impacts", as those would need calculated after at least two years from implementation. Moreover, participants highlighted how the amount invested by the project in such a large and problematic area could only have a small impact, almost irrelevant.

Overall, participants agreed that all the projects contributed to create a new way of doing things in Genoa and to imagine a new life and future for its HUA, even if we cannot talk of large impacts. A single project cannot be held responsible for changing the urban system or the social complexity, but the responsibility of the single project should be to open the city's imagination and help its inhabitants see things from a different and new point of view. This surely happened in Genoa. The responsibility to solve the social and urban problems belongs to politics.

2. Focus Group with the institutional stakeholders internal to Genova Municipality

The final focus group with the internal stakeholders of the Genova Municipality was held on June 12th 2024 at the Genova Municipality's offices. It was attended by the representatives of the relevant offices of the Genova Municipality managing the HUB-IN project (Economic Development Department and Urban Planning Department), IRE SPA, Job Centre, the "Caruggi Plan" Office and the UNESCO Office. Specifically, it was attended by:

UNESCO Office, Genova Municipality:	Economic Development Department, Genova Municipality:
<ul style="list-style-type: none"> ● Ms Serena Codeglia ● Mr Raoul Da Pozzo 	<ul style="list-style-type: none"> ● Ms Silvia Campailla ● Ms Roberta Palmieri
Caruggi Plan Office, Genova Municipality:	IRE Spa, Genova Municipality:
<ul style="list-style-type: none"> ● Ms Federica Cedro ● Ms Elisabetta Primavera ● Ms Giulia Garbarini 	<ul style="list-style-type: none"> ● Ms Michela Fossa ● Ms Francesca Verardo
Job Centre:	Urban Planning Department, Genova Municipality:
<ul style="list-style-type: none"> ● Mr Fabio Tenore 	<ul style="list-style-type: none"> ● Ms Cristina Giusso

The cooperation among these stakeholders started during the roadmap stage in 2021 and was further consolidated in the following years, especially during the Genova action plan design and implementation. This dialogue facilitated a strong synergy among both internal and external stakeholders that are now part of the Genova HUB-IN governance.

During the meeting, reflections aligned to HUB-IN's "entrepreneurial ecosystem" elements that are the "ingredients of a HUB-IN place" per the project's Framework:⁵

Ecosystem Element	Reflections
Entrepreneurial Culture	<p><i>Cultural and creative businesses can act as drivers for other programmes</i> of the Municipality, e.g. the Caruggi Plan, in charge of the overall regeneration of the historic centre, or the various initiatives aiming to promote the establishment of start-ups and innovative businesses in the historic centre.</p> <p><i>The Acceleration projects can serve as a model</i> for creating further opportunities for developing innovative forms of commerce in the area.</p>
Leadership	<p><i>The HUB-IN experience can inspire relevant offices to leverage innovation</i> and creativity in promoting intangible aspects, such as social and cultural revitalisation, to recover historic urban areas. It was emphasised that urban regeneration should not be viewed merely as physical transformations, but as a multifaceted approach involving social, cultural, and heritage aspects, collaboratively developed with local and regional stakeholders, as well as the diverse communities living and attending the area.</p> <p><i>how the actions of the HUB-IN project can inspire further initiatives</i> in the context of other regeneration programmes.</p>
Knowledge	<p><i>Lessons learned within the project can be integrated into Municipal plans</i> for the hub governance</p>
Networks	<p><i>Collaboration with the Academy of Fine Art can be seen as a driver for cooperation</i> ...to promote other forms of cooperation with this higher education institute to enhance art and creativity as means to promote a sustainable and inclusive urban regeneration.</p>

Table 2: findings from the focus group with internal stakeholders of the Genova Municipality

⁵ <https://hubin-project.eu/library/hub-in-framework-overview/>

The meeting laid the foundation for consolidating a long-term cooperation: the HUB-IN project allowed a continuous sharing and collaboration between different people and offices in the Municipality, a result that is not always easy to achieve because of some rigidity in the administrative structure and organisation. The local HUB-IN team has confirmed the availability to provide further support if needed for other initiatives.

The HUB-IN project has been presented to the UNESCO Steering Committee, a board including many important stakeholders (among which Genova Municipality, Liguria Region, Local Office for Cultural Heritage, Regional Secretariat of the Ministry of Culture and Heritage, Genova Royal Palace, Genova University, Chamber of Commerce of Genova, Palazzo Ducale Foundation, Rolli Association). This could provide some legacy for the project in the middle and long term.

2.6. NEXT STEPS

New footfall counts next year, in the same seasonal periods, may help to detect any net changes from the implementations on a like-for-like basis (i.e. accounting for natural seasonal variation in footfall). After completing the implementation of all Actions we carried out a second Footfall Count in the Pilot Area, to compare and follow-up on a first Footfall Count carried out before implementation of the Actions. As in the previous experience, the count was taken twice a day over a one week period. During the months of December 2023 and June 2024, three volunteers from the Universal Civil Services (working at Municipality of Genova's Urban Department) stationed in the same place of the pilot area for five consecutive days, twice a day morning and afternoon, counting people passing. The two periods were chosen to represent before and after the implementation of the HUB-IN Action Plan in Genova. Due to the timelines of the Actions as they emerged, the data is affected by the fact that the first counting was held in December and the second in June, and so they can not be compared to each other in order to determine any net change (these different time of year are not similar enough due to weather and Christmas holiday periods etc stimulating different visitation behaviours). We would need to make new footfall counts next year, over the same periods (next December and next June) and some time after implementation in order to detect any net changes.

A Community Questionnaire gives some inputs into potential development areas of the HUA. The content is based on the first Community Questionnaire already administered at the Roadmap stage, asking questions about perception of the HUA etc. Contracting a third party survey firm to carry out a fully representative city- or community-wide survey was not considered proportionate to the scale of the Actions and budget, so we disseminated the poll through ad-hoc mailing lists and a social media post shared on the Municipality's Facebook and LinkedIn pages. The same posts were also shared by the social media pages of HUB-IN local Team members IRE and Job Centre.

We collected 353 questionnaires, all were submitted on-line. Similar to the Roadmap stage questionnaires, women are overrepresented (68%) and the nationality is for 99% represented by Italians - thus the survey does not represent the inhabitants of the area that is characterised by a strong immigration. To this end - and per the Limitations Section - it can not be taken as representative of the HUA community, but may still provide useful insights from the respondents as a poll of some reported attitudes at this snapshot in time.

Most respondents who engaged with the Actions reported positive appreciation (a majority in each case appreciating them "quite a lot" or "extremely" on a 5-point scale from not at all to "extremely"). This corresponds with the majority positive scores given by installation visitors in Figure 6 above, regarding the extent to which the Actions are expected to contribute to footfall and increased perceptions and attractiveness of the HUA. In general, Fair to Share generated strongest appreciation, with about three out of four respondents (77%) reporting they "extremely" or "quite a lot" appreciated the Action (N.B. not all respondents encountered all Actions, so sample sizes are different).

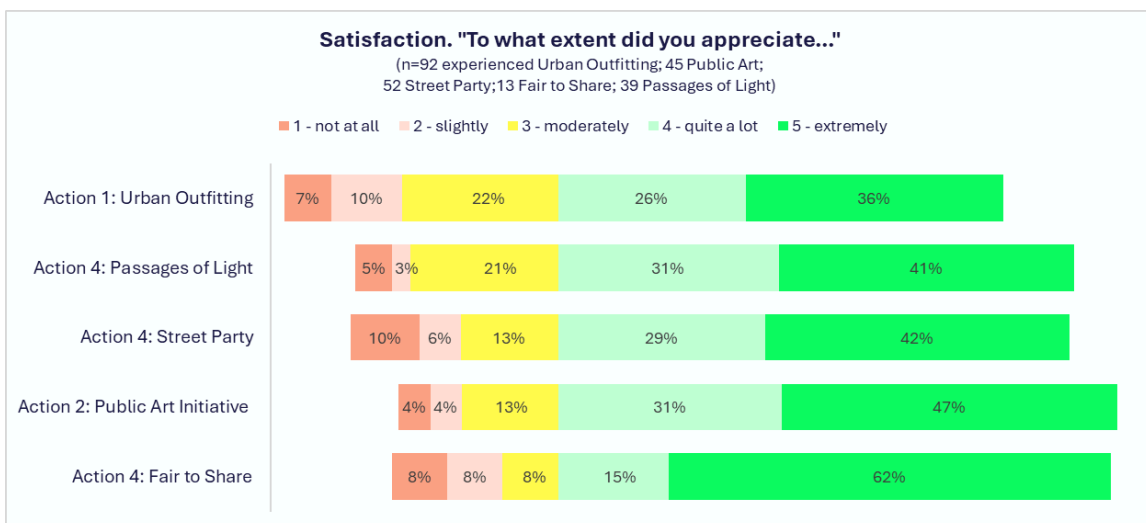


Figure 9: satisfaction of the Actions based on the 2024 community questionnaire

Developments need to recognise a contrast: a unique HUA identity, yet little sense of belonging.

Going forward, there remains strong opportunity for development: almost 97% of respondents feel “somewhat” or “a lot” that the HUA has a unique identity, yet only 60% that they feel a sense of belonging and only 44% that it is a nice place to live (see Figure 10 below). Whilst the history and culture bring uniqueness to the HUA, the scores suggest that further interventions are needed (as expected by the city team), to continue its regeneration over the medium and longer-term.

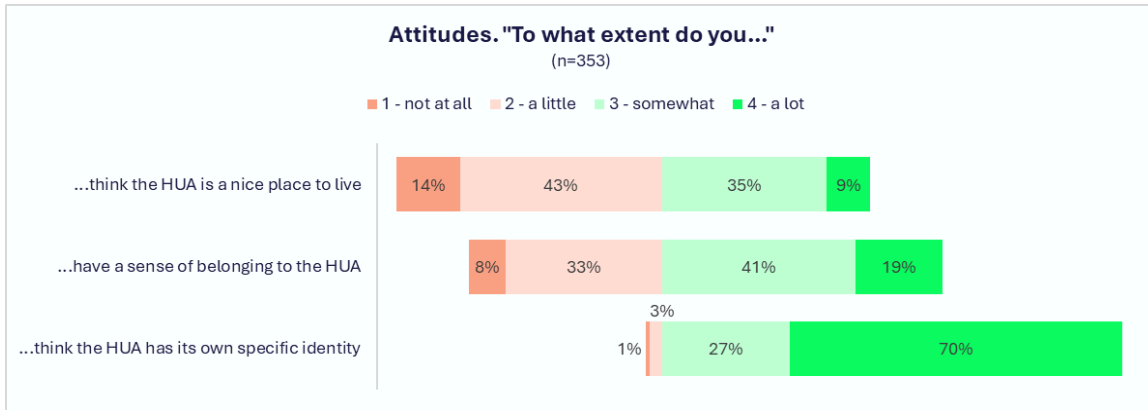


Figure 10: attitudes on the HUA from the 2024 community questionnaire

Probing deeper into the negative problems, illegal activities and security top the local concerns

(Figure 11 below). Again this is a known perception and not a surprise to the Hub team, as the Actions looked to address these by bringing in footfall and inviting discovery to the narrow and at-times isolated streets of the HUA (and based on the Action’s event monitoring, contributed to some positive perceptions on their effectiveness - see the section below on Cross-action Evaluation).

Other insights of note include:

- *the results validate to some extent the knowledge of the Hub team on local priority issues* eleven categories were chosen for feedback in the surveys and none had more than 5% of respondents identify them as “not a problem”.
- *“illegal activities” and “lack of security” top the scores on “major problems”* with 79% and 68% of respondents identifying them this way, indicating the need for continued focus in addressing these.
- *urban infrastructure (such as abandoned and empty buildings etc) is seen as a major issue* in the eyes of respondents. Programmes already exist locally to address the physical urban fabric and the Actions demonstrated how interventions focused on people (the HUB-IN Actions) can work in partnership with these local interventions focussed on physical regeneration (Caruggi programme for example).
- *entrepreneurial concerns (lack of investment, trade etc) form the lowest cluster of concerns* yet still remain seen as a problem overall (71% rating them as either a major or moderate problem). Whilst these do not rank highest on the respondents’ list of concerns, it would be interesting to investigate if that is due to them being genuinely less problematic, or simply less visible (i.e. to some extent they are not as obvious a symptom as a crumbling building or an obvious crime - yet this does not mean that they should not be supported in future interventions, as addressing them may contribute towards removing some of the other issues listed).

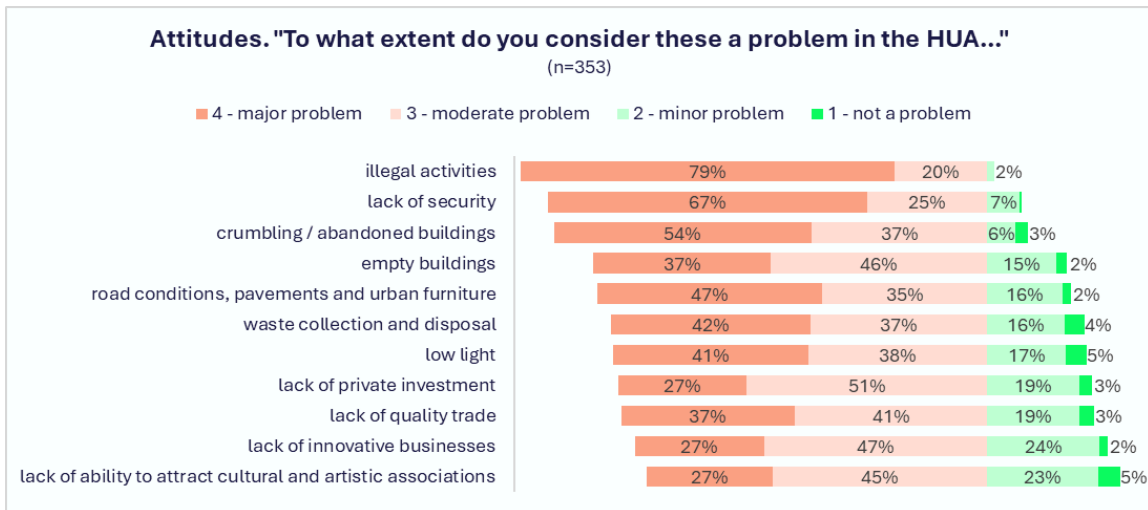


Figure 11: attitudes on the HUA from the 2024 community survey

*"We **need to overcome the prejudice** that coming to Via Prè is dangerous: it is absolutely not true."*

Shop owner involved in Creative Storytelling

3. HUB-LEVEL EVALUATION

3.1. REFLECTIONS ON SUCCESSES, RISK AND RECOMMENDATIONS

The Hub team and stakeholders find several successes and obstacles that are likely relevant to replicating and / or scaling the Actions, either in the HUA or in Follower Cities:

Implementation

What went exceptionally well

Collaboration among all implementing actors, both with the HUB-IN local team and among themselves, facilitated the implementation of a synergic and coordinated Action Plan. For example, during the launching event of April 5th 2024, the different implementers (Cooperativa Il Cesto-Forevergreen, Academy of Fine Arts, Blu) cooperated to organise a synergic event to maximise the impact of all the separate actions taking place in the same weekend.

The HUA's residents and shopkeepers responded very positively, actively engaging in the activities.

For Action 1, in some cases, the residents themselves acted as facilitators and encouraged the participation of others. The street artists received high appreciation for their positive presence in the area and cleaning the shutters, in addition to their artistic contributions.

For Action 2, the street artists received high appreciation for positive presence in the area and cleaning the shutters, in addition to their artistic contributions.

For Action 4, the call for innovative projects received 19 applications, thus exceeding our expectations. Indeed, we feared we would not be able to allocate the available funds because of a lack of projects to choose from, but we were proven wrong and three projects were financed.

What did not go to plan

For Action 1, obtaining authorisations from the Local Authority for Cultural Heritage turned out to be more challenging than anticipated. In the cases in which authorisations were denied, alternative solutions had to be found. Also for one of the three initiatives within Action 4 ("Passaggi di Luce" project), it was necessary to change the original plan because the authorizations from the Local Authority for Cultural Heritage didn't arrive on time. Nonetheless, the workaround of installing movable projectors has proven to be a more flexible solution for a possible legacy and replication of the project.

Major turning points

For Action 1, with the necessary authorisations received and active engagement from the residents, along with cooperation from all implementing actors and the Caruggi Plan office, the implementation phase proceeded smoothly.

The direct involvement of a Municipal Councillor (the city Minister for Commerce) helped to disseminate the project on local media.

Risks and issues encountered

Regulations and procedures: for the whole action plan implementation, the main challenges encountered are linked to regulations and procedures due to our Public Administration status and the need for approval at political level. Furthermore, we are operating in a Unesco Heritage site, so we need appropriate authorisations; this also means that our actions need to be flexible and adaptable to any of the Office for Cultural Heritage's potential requests for changes.

Response time from the Authority for Cultural Heritage (up to 120 days from submission of request) hardly matches with the projects' timetable. Hence, sometimes designing a plan B can be useful. It is the case of one of the projects from action 4 (Passaggi di Luce), where the implementers had to find an alternative solution and

change some aspects of the plan, as its original proposal was denied authorisation from the Authority.

Difficulty to identify private owners and obtain authorisations: another risk we encountered, but managed to overcome (also with the crucial help of local residents), was linked to the difficulty to identify private owners and receive their written authorisation to paint their shutters for Action 1.

Lack of incentives: a risk identified in the early stage of the Call for Innovation was the lack of incentives (budget not attractive enough for a start-up), the lack of interest from the local community, the possibility that the projects will not be sustainable in the mid / long term, and the difficulty to find funding for the replicability of projects. To mitigate these risks and ensure that the territorial needs are satisfied, the call was designed with a coaching approach to find future funding opportunities. Also, the co-design envisaged in the Action was crucial to mitigate such risks and ensure the engagement of stakeholders and local communities.

Desired impact

Unexpected outcomes or impacts

Positive results linked to community engagement and collaboration / synergies among the actions' implementers.

The capacities of all the involved subjects have increased substantially, both in terms of implementing actors and of beneficiaries of the actions.

Networks

New contacts and connections in the Hubs' Governance model

The Genova Hub is not a physical hub but rather a virtual network created by the collaboration between a group of key stakeholders who have committed to make change happen in the HUA. The actions are designed to be spread throughout the HUA's streets and squares.

Genova's Hub of Innovation is composed by the following main actors, growing in number as the project progresses:

HUB-IN project local team:

- EU Projects Office Economic Development Department (Genova Municipality)
- Urban Planning Department (Genova Municipality)
- Communication and Events Department (Genova Municipality)
- Job Centre (Municipality's in-house technical agency for innovation and entrepreneurship)
- IRE (Liguria Region's in-house technical agency for urban regeneration, energy and infrastructures)

"Caruggi Integrated Plan" Steering Committee's Coordinator:

- Coordination and Management Office, Economic Development Department (Genova Municipality)

Other subjects:

- UNESCO Office, Economic Development Department (Genova Municipality)
- the Action Plan's implementers (i.e. the seven external stakeholders that have been awarded implementation of the multiple projects making up the four actions)
- the rich ecosystem of stakeholders that were involved in the co-creation phase of 2022 (Roadmap and Action Plan development) and afterwards, and that are still with us now in the implementation phase, sometimes playing the crucial role of facilitators. This includes a mix of civil society, cultural associations, trade

and shop-keepers associations, entrepreneurs and citizens with an active role and interest in the Pilot Area.

Synergies with partner programmes inside / outside the HUA

The Genova HUB-IN project works in close synergy with the Caruggi Urban Regeneration Plan, as well as with the UNESCO Management Plan and the territorial associations (e.g. Cooperation Pacts). A long-term collaboration with the Academy of Fine Arts was started thanks to the HUB-IN Project actions for future artistic and cultural joint initiatives.

Further synergies have also been activated with trade associations (such as Confcommercio and Confesercenti) as well as with the local Shopkeepers associations (as part of Action 4 Acceleration Programme).

Knowledge (and transferability)

Potential to replicate in the HUA or other cities

The actions of the Action Plan could potentially be replicated in other parts of the historic centre or other neighbourhoods, so as to extend their benefits elsewhere in the city. They could also serve as examples for similar initiatives in other historic centres around Liguria and nationwide (Italy is especially rich in HUAs). Particular attention will be posed to the legacy of the implemented actions and to the opportunity for them to be upscaled in future scenarios.

The Acceleration action aims to act as a driver to create new models and prototypes to trigger innovation in the HUA, while respecting the needs and expectations of the territory.

Overall, the implementation of the Genova action plan contributed to generate new connections and ideas among the territorial stakeholders that got in touch and cooperated thanks to the HUB-IN project.

Recommendations to other cities

Mapping the stakeholders with a clear methodology was crucial to understand which types of subjects we would have to address and to let us calibrate the tools to be used; co-creation with different stakeholders allowed us to gather points of view that we otherwise would not have acquired and to promote relevant partnerships for the success of the project.

Establishing strong synergies with other on-going initiatives in the area (regeneration programmes, management plans, etc.) is crucial to ensure the successful delivery of HUB-IN and maximise the impact of its actions.

Ensure sufficient time for authorisations: when working in a heritage site protected by UNESCO, make sure to start well in advance to get all the necessary authorisations from the local Cultural Heritage Office; also, be prepared to change and adapt your plans to fit their prescriptions multiple times.

A highly motivated and tight-knit Local Team is required to ensure the overall governance, alignment and smooth implementation of the multiple individual actions of the action plan.

Project tools can assist perceptions and goals: among the project tools used, the Roadmap allowed us to grasp the perception of the HUA and to set our goals for the Pilot Area, while the Action Plan template has proved to be crucial for detailing the actions and guiding us in their subsequent implementation.

3.2. COMMERCIAL SUSTAINABILITY

The Hub's actions and development are focussed on early stage support and improvements to the HUA (e.g. aiding discovery with the Urban Outfitting, Public Art and Storytelling, and facilitating commercial knowledge sharing in the Experimental Call).

As such, and in light of monitoring constraints in the HUA, there are no solid findings in € terms.

Monitoring changes to local business custom from the public events faced some significant constraints in the HUA (see section above on limitations of this document). For example, general stakeholder fatigue from previous projects, the early-stage nature of the Actions and issues around commercial sensitivity were considered by the Hub team as barriers to conducting pre- and post- assessments or specific data gathering on revenues for participating shop-keepers and business owners. Likewise, the historic nature of the buildings prevented permissions being granted to install footfall sensors that could give objective counts (though manual counts were made and can be repeated in equivalent months in future years to investigate effects). The Visitor and Community Surveys also shed light on some outcomes, as detailed in the Action and Cross-action Evaluation sections above - overall, there was perceived amongst the respondents to be a positive influence on footfall and attractiveness of the HUA.

There are however some early indications of commercial results: one of the implemented projects became a startup - "Fair to Share" tested a business model to understand if the offered services were sustainable. Due to the good success of the experience they decided to create a startup. Moreover they decided to hire two people and launch new pop-up stores.

Further, partnerships have been established that suggest options for future collaboration: the Genova HUB-IN project worked in close synergy with the Caruggi Urban Regeneration Plan, as well as with the UNESCO Management Plan and the territorial associations (e.g. Cooperation Pacts). A long-term collaboration with the Academy of Fine Arts was started thanks to the HUB-IN Project actions for future artistic and cultural joint initiatives. Further synergies have also been activated with trade associations (such as Confcommercio and Confesercenti) as well as with the local Shopkeepers associations (as part of Action 4 Acceleration Programme).

In broader concrete terms for the Hub, as yet additional funding has not been secured for any future actions and interventions in the HUA, though the networks and outcomes described above suggest partial support towards those.

3.3. CONTINUAL IMPROVEMENT

New Opportunities And Barriers in the HUA

In each quarterly review the Hub team assesses new and ongoing developments in the HUA that could influence the Hub's future, whether opportunities and barriers. The assessment is based on the "Ecosystem Elements" that comprise a HUB-IN city (full list of elements can be found [here](#) from page 11).

HUB-IN Ecosystem Element (main)	The new development	Opportunity or barrier	Next Step
Heritage	All the projects included in the Caruggi Urban Regeneration Plan and in the UNESCO Management Plan - See Action Plan.	Opportunity	Establish synergy and align our actions with those of other stakeholders involved in the territory (UNESCO Management Plan, Caruggi Regeneration Plan) - see the Hub team's Action Plan. ⁶

Table 3: new opportunities and barriers in the HUA

⁶ <https://hubin-project.eu/library>

Summary Learnings and Next Steps

In each quarterly review the Hub team digests the main points of their review, distils the overall learnings and decides on the priority next steps to be taken.

Category of Learning	Problem / Success	Impact	Next Step
Stakeholder engagement	The risk was that few applicants would respond to the call.	The call for action 1 Urban Outfitting was promoted through the institutional channels and further disseminated by the Genova project partners in order to reach out a relevant number of companies potentially interested by the call	The number of applicants was satisfying and some territorial collaborations were activated as a result of the call.
Action Plan coordination	Different projects / associations (6 projects and a high number of implementing subjects within the 4 actions), but acting in synergy and coordinated by the Municipality's Job Centre.	Within Action 4 (weekly meetings) and between the 4 Actions (monthly meetings), all under a tight monitoring and coordination by the HUB-IN local team	A weekly internal coordination meeting (local team) and a monthly governance meeting (local team and external implementers).
Synergy with other ongoing programmes/projects in the HUA	The HUB-IN budget was limited / could not cover physical regeneration measures.	The synergy established with the other ongoing Municipality-led programmes and projects in the HUA was key to maximise results and deliver the desired impact in the HUA.	The HUB-IN local team will keep working on and exploiting these synergies as much as possible.

Table 4: summary learnings and next steps in the HUA

3.4. FUTURE MONITORING / BENEFITS REALISATION

The HUB-IN programme ends in early 2025, and with it the formal requirements for monitoring.

The programme's monitoring reports are based on data available at a suitable "snapshot in time" a short period prior to its conclusion, to enable evaluation. Though the programme will no longer have any formal impact assessment after it completes, this does not prevent evaluation continuing in the HUAs.

Monitoring plans are still replicable by the cities in future years should they wish, or at regular intervals, in order to evaluate changes since the first "pre-" baseline or to compare with the first version of any replicated Actions. This continuation of monitoring depends on each city's appetite, as well as relevance of the monitoring plans after considering how the Actions have evolved, and whether any tweaks or replacements are needed to accommodate emerging needs of investors, decision-makers and beneficiaries.

Cities may therefore want to stay adaptive and refine their monitoring needs as Actions evolve.

For example, in the city's D5.2 Adapted Monitoring Methodology, there are baselines and / or plans for assessments that were not relevant in the final report - this could be for example because objectives evolved, or programme timelines are too short to detect changes, or practical constraints, or other reasons.

This could reference bring in some of the unused original plans for:

- *Tourism data:* not used currently because existing data is not a suitable geographical boundary for the scale of the Actions, or for determining additionality (other factors are also affecting tourism)
- *Net number of registered enterprises:* change not expected until some time after HUB-IN ends, Actions are an early-stage contribution amongst other wider factors
- *Change in ground floor uses within the HUA:* as per directly above
- *Co-creation participant demographics and pre- and post- studies:* if stakeholder fatigue alleviates
- *Knowledge Exchange participant pre- and post- studies on revenues, skills etc:* not appropriate to the stage of the Actions, may become relevant if targeted in future

Alternatively, the future interventions in the HUA may require new forms or focus in monitoring,

and city teams will best be placed to refine this as they go. Existing databases (baselines) and partners can be valuable for robust and cost-effective monitoring. Key principles in impact assessment include relevance and proportionality, so as HUA Actions and strategies evolve then so too might the approach for monitoring, in order to provide practical and meaningful insights to "prove and improve" the Hub's impact over time.



Funded by the Horizon 2020 Framework
Programme of the European Union

D5.3 Evaluation Report

Grand Angoulême

October 2024



Funded by the Horizon 2020 Framework
Programme of the European Union

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HOW TO CITE THIS DOCUMENT

Barrere C., Lavessière P., Taylor C.,
(2024). Evaluation Report (Grand
Angoulême), HUB-IN project - Hubs of
Innovation and Entrepreneurship for the
Transformation of Historic Urban Areas
H2020-SC5-2019, GA 869429.

PROJECT INFORMATION

Project name: HUB-IN
Grant agreement number: 869429
Project duration: 2019-2024

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STATEMENT OF ORIGINALITY

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

ABOUT HUB-IN

MISSION

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment.

The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs and is fully aligned with the international agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Belfast, Braşov, Genova, Grand Angoulême, Lisbon, Nicosia, Slovenska Bistrica, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main areas that hold potential for the Hubs' sustainable transformations: 1) Cultural and creative industries, 2) New lifestyles and 3) Endogenous Natural & Social Resources.

VISION

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

CONSORTIUM



Δήμος Λευκωσίας
Nicosia Municipality



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City Council



Cyprus
Energy
Agency



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1. INTRODUCTION

1.1. SNAPSHOT SUMMARY

Action 1: Investigating and Mapping the Historical Heritage to Reveal the Sense of the Place

Action 2: Co-design a Metropolitan Trail as a Framework for the Caravane Creative Lab

Action 3: Set up an Itinerant Hub of Innovation: "Caravane Creative Lab"

Action 4: Create and Run an Entrepreneurship / Artist Open Call to Raise Awareness About Cultural Heritage

Stakeholder views:

"[I learned] to link fiction with the territory and to situate a plot in a heritage context."

Comic author

"We discovered a lot of things. It was the exhibition that brought me here."

Resident walker, 75 years old

"[The] artistic visions nourished me, the exchanges on the trails inspired me, and overall the human warmth that carries the project inspired me in the possible relationships with institutions and the ideas that the artist / structure exchange can take, when it is moved in the exercise of walking."

Artist, teacher

"We learned how to make felt the traditional way. As young artists we learned to respond to a call for artistic projects within certain deadlines. We had never worked together, which allowed us to cross-reference our practices."

Open Call artists

Early numbers:

N.B. actions are building foundations and are too early to see wider € revenues or longer term impacts as of yet

1,500

approximate live interactions recorded with private and public individuals during the trail formation

568

contacts who expressed an interest in receiving the trail communications (artists, associations, institutions, general public)

152

locations identified, described, visited and mapped on the trail, serving as the basis for the guide for the general public

100%

of Open Call 1 respondents report they learned new things about heritage and have partial or clear ideas on how they may follow up

97%

of Grand Marche respondents (open to the public) reported discovering new places on the trail

93

people came at least once to a Caravane walking session (creative walking lab)

63%

female respondents to the first Open Call questionnaire, a slight majority

36

ideations for culturally-inspired innovations, generated the Caravane (N.B. very preliminary)

34

Caravane-led ideations for potential heritage productions, from sound walks to solarpunk animations and more

29

projects awarded in the three Open Calls for entrepreneurs and artists on the trail, with some elements still ongoing

27

partner sites (associations, collectives, cultural facilities, etc) identified on the trail, grouped into a dozen thematic categories

25

hours of trail footage collected and archived by Radio ZAIZAI during the mapping and discovery phase

12

categories of trail sites that create a new heritage portrait of the HUA, from agricultural to industrial to vernacular and more

8%

of Open Call 1 respondents report that they now consider heritage as a valid resource for future projects

6

partners who can claim collective ownership of the final itinerary of the Metropolitan Trail

2 out of 3

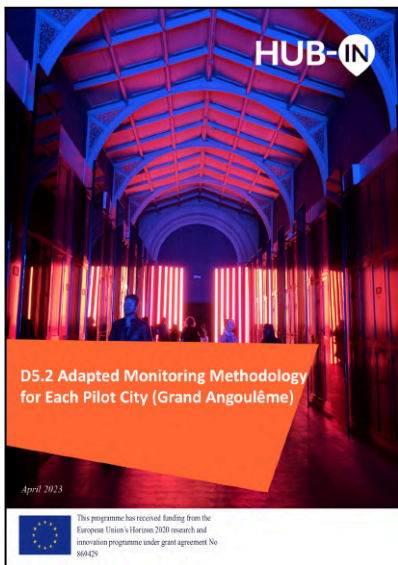
Open Call 1 respondents say they developed new skills and field approaches to support future heritage projects

1.2. OVERALL OBJECTIVES OF THE HUB



As per Grand Angoulême's Innovation Action Plan,¹ its interventions spread across different local communes. The Action Plan aims at promoting the territory's cultural and historical heritage, facilitating exchange between local stakeholders and supporting professionals to develop new skills. To do so, it has designed four interlinked actions that will:

- first investigate and map the local industrial heritage to reveal the sense of the place;
- then move on to co-design a "Metropolitan Trail";
- set up an itinerant Hub of Innovation named "Caravane Creative Lab";
- and run an open call to raise awareness about such heritage.



As per Grand Angoulême's Monitoring plan,² the city's prioritised outcomes were:

- Increased footfall for economic actors located near the trail
- Rehabilitation of underused spaces (cafés, markets etc)
- Strengthened networks, leading to unexpected connections and ventures
- Increased inclusion of cultural stories in the CCI sector's products
- Increased awareness of culture within communities & professionals

The Hub's logic model can be seen below in Figure 1.

To avoid duplication, methodologies and content covered in previous HUB-IN documents such as the Action Plan are not replicated here - consult those documents for details, available at <https://hubin-project.eu>.

¹ <https://hubin-project.eu/library>

² <https://hubin-project.eu/library>

Grand Angoulême Hub's logic model

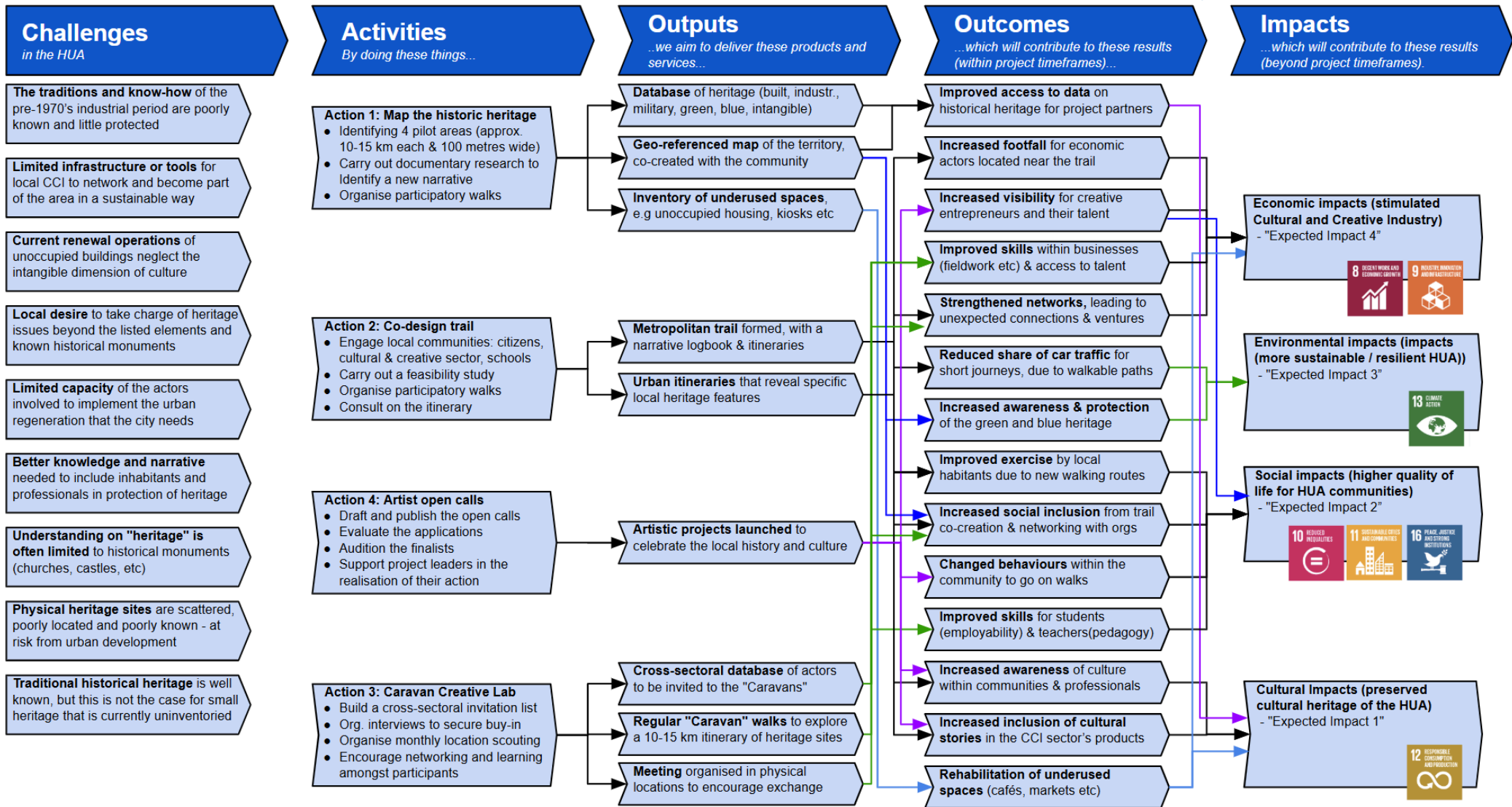
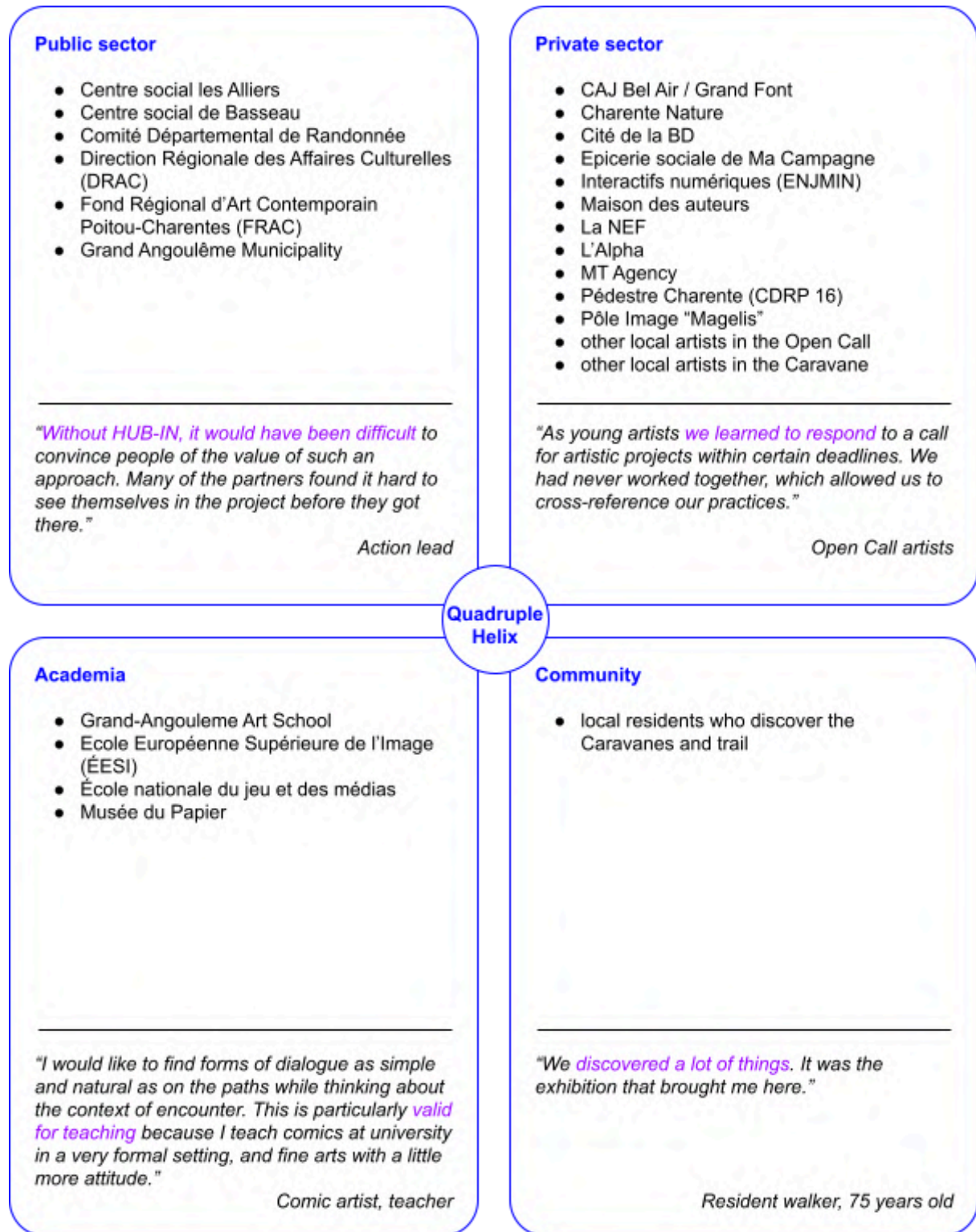


Figure 1: the Hub's logic model, illustrating the change pathways for the specific Actions' intended outcomes.

1.3. STAKEHOLDER ENGAGEMENT

Stakeholders across the “Quadruple Helix” were core participants in the Hub’s development and delivery:



1.4. PURPOSE OF THIS DOCUMENT

This document is a summary of the city's impact assessments to date, based on data, insights, content and commentary from the Hub team and their monitoring tools. Work Package 5 "Monitoring and Evaluation" has also provided some light support with additional commentary or presentation, but is not scoped to audit city data or findings. By intention this report is built first and foremost on the city's views and language, thereby staying true to the "voice of the city" wherever possible. Key findings will be drawn into the document D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

1.5. LIMITATIONS OF THIS DOCUMENT

A few standard notes are important in interpreting data in all HUB-IN cities:

- *determining long-term impacts from short-term projects*
Some of the regeneration actions in HUB-IN cities are expected to contribute to results in the medium- or long-term (i.e. beyond the end of the programme). The monitoring in all HUB-IN cities that is used in this report necessarily finishes before this point, at a "snapshot" in their evolution. *Therefore, early or interim findings and evidence are presented at this stage, indicating the "direction of travel" towards the expected impacts rather than prematurely assuming any final answer.*
- *finite resources*
As with all programmes, there is a finite constraint around budget and effort available to monitor. Attempting to monitor all possible outcomes, with all possible data, and applying all possible assessment techniques, is not an appropriate or cost-effective approach in impact assessments. *Instead, a handful of priority outcomes are assessed, as identified with city teams, their stakeholders, the programme and WP5's support in their document titled D5.2 "Adapted Monitoring Methodology".*
- *principles of feasibility, relevance, and practicality are important for decentralised monitoring teams*
City Hub teams are responsible for their monitoring and analysis (and are the primary beneficiaries) but do not always have access to economists, social scientists, environmental scientists, statisticians or professional qualitative researchers etc. Some do have strong backgrounds in quantitative and qualitative fields, or access to university students. This mix is expected to be similar to Follower Cities, who may have varying degrees of experience and comfort in data collection and evaluation. *Thus, the expectation is not for overly academic, lab-level research and statistics - but for practical, easily replicable approaches that make use of available data to give usable insights to the Hub teams.*
- *data constraints (sample sizes, commercially sensitive data, community trust, stakeholder fatigue etc)*
Whilst there is some leverage over contracted parties to provide data (e.g. all Accelerators were advised to make completion of pre- and post- surveys a contractual condition of the innovators receiving payment), sample sizes are highly dependent on the scale of the action and often the willingness of respondents. Much data is self-reported without scope for auditing (e.g. revenues). Stakeholder or community surveys etc will not necessarily meet the sample sizes or probability-based requirements used in academic papers for statistically significant findings or hypothesis testing. Robust techniques for this level of quality were considered (e.g. large scale professional community surveys; difference-in-difference techniques etc) but - as per the points above on finite resources and the small / short-term nature of many Actions - these did not pass the programme's or cities' requirements for proportionality, relevance and cost-effectiveness. *Thus, findings should not be taken as fully representing the larger population in the city or cross-city, but as indicative for the samples consulted. The findings therefore investigate evidence for the outcomes and inform Hub adaptations, and areas of potential future study, specific to those Actions.*

For Grand Angoulême specifically, challenges included the intended outcomes occurring after the end of the project once the trail is launched, such as driving the re-use of underused space, increased protection of environmental sites etc. See the city's tailored monitoring plan³ for detail on the chosen monitoring techniques, data collection plans and limitations (not duplicated in this document). Key findings will be drawn into the D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

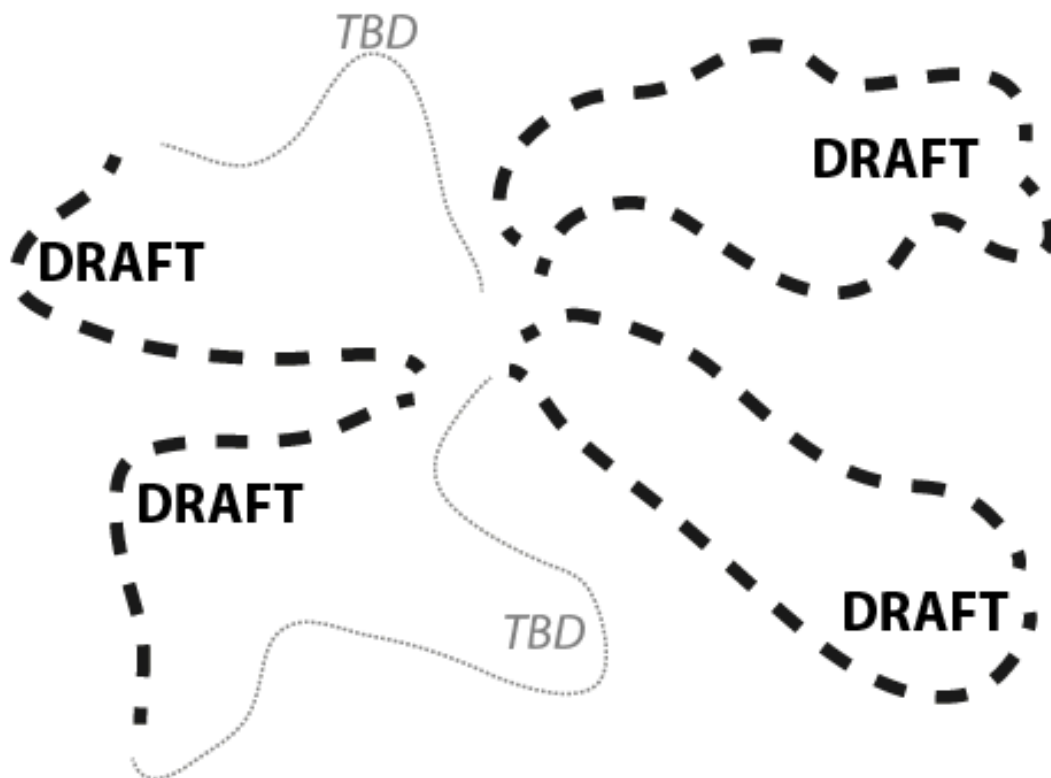
³ <https://hubin-project.eu/library>

2. ACTION-LEVEL EVALUATION

2.1. ACTION 1: INVESTIGATING AND MAPPING THE HISTORICAL HERITAGE TO REVEAL THE SENSE OF THE PLACE

Key metadata

Action theme	Data collection
Action clusters	Resilient and Human Connected Places
Expected outcomes <i>(city level)</i>	Increased footfall for economic actors located near the trail
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 3: boosting heritage-relevant innovation in HUA's and cultural landscapes (environmental) 4: cross-sector collaboration, job opportunities and skills (economic)



Operational results

Approximately 150 trail locations have been identified, described, visited and mapped, leveraging stakeholder insights and co-creation. This includes:

- 27 partner/sites identified along the route (associations, collectives, cultural facilities, etc)
- 36 sites identified by caravanners following collective scouting

These 150 places-histories have been grouped into a dozen categories, creating a new heritage portrait of Grand Angoulême:

- agricultural
- civil
- historic monument
- housing history
- hydrography
- garden
- industrial
- infrastructure
- natural
- place of memory
- transport
- vernacular

The list was drawn up according to a number of criteria: each element chosen must have more than its own history to bear. For each of them, the aim is to provide an understanding of a part of the conurbation as a whole. Building a common narrative across the agglomeration invites us to consider this list not as a collection of anecdotes, but as a puzzle, a body of evidence to answer the question: what is Greater Angoulême? What does Greater Angoulême depend on?

So, over and above historical value in the classical sense, the aim of this list is to identify what constitutes heritage, in the sense of UNESCO's historic landscapes.

Process evaluation

In the city team's feedback: the project team met a lot of people, especially in 2023, to discuss the general approach, in particular with resource persons (scholars, historians, association leaders, etc), but it wasn't possible to set up real joint workshops for lack of time.

If we had to do it again, we'd organise a series of workshops open to specialists in the area. Several hours together around the map, taking notes and thinking together about what this metropolitan trail could/should tell.

Overall, we've achieved our objectives. We conducted our shared survey and amassed a wealth of information. In particular, over 25 hours of footage archived by Radio ZAIZAI. But we didn't have the time to go through all the bibliography and archives. If we had to do it all over again, we'd spend more time on these preparatory phases.

Outcome: Increased footfall for economic actors located near the trail

The trail is expected to remain in development until the end of HUB-IN - it is planned to launch in Spring 2025 which is after the time of the final reports, and until it is opened and bringing in visitors, measurements of footfall and associated expenditure to local sites is beyond the timelines of this project. In order to be able to measure progress towards this medium-term outcome, for this action the city team therefore planned to monitor using five shorter-term output indicators tracking the interim pace, scale and co-creation of its development (see Table 1 and supporting explanations below):

Indicator	2022	2023	2024				
	annual total	annual total	Jan	Feb	Mar	Apr	May
Number of heritage sites identified along the Metropolitan Trail	9	101	101	121	121	144	152
Number of partner places along the Metropolitan Trail	3	26	26	26	26	27	27
Number of places and stories suggested by members of the Caravane	7	36	36	36	36	36	36
Re-use of underused spaces (e.g. total number of underused spaces per year, per type of space)	NA*	NA*	NA*	NA*	NA*	NA*	NA*
Number of map downloads	NA*	NA*	NA*	NA*	NA*	NA*	NA*

Table 1: progress in the development of the trail over time, for the shorter-term indicators

** the two bottom indicators are marked NA as they are too early to assess until the trail launches (the trail is currently in development, these indicators will become relevant post- launch or in the medium-term)*

Number of heritage sites identified along the Metropolitan Trail:

Status: ongoing
 Final objective: 200
 Level achieved as at June 2024: 152

Historic heritage mapping is carried out segment by segment. The future metropolitan trail will be made of 8 segments. As each segment is the subject of several itinerary hypotheses, around 25 heritage sites will finally be identified on each of them.

Until now, for each segment, around ten heritage sites were identified and mapped. This list will serve as the basis for the guide for the general public. Some sites will be merged to highlight the specificity of each location. We want to consider each heritage element in its context, not as a floating object.

Number of partner places along the Metropolitan Trail

Status: ongoing
 Final objective: 20-30
 Level achieved at at June 2024: 27

The partner places located along the future metropolitan trail have a variety of profiles: art school, fishing federation, social centre, environmental association headquarters, farm, private residence, business incubator and so on. For a site to be considered as a partner, it must have established direct contact and exchanged views on the project. Each partner site represents the project on its own scale.

Given approximately one in five sites on the trail belong to partners, it is hoped that they will benefit from future footfall once the trail is fully opened, and the associated uplift in brand visibility / awareness / expenditure (see a potential socio-economic trail study this proposed in Grand Angoulême's tailored monitoring methodology).⁴ On average, each segment has 3 partner sites. Between January and June 2024, one more partner was identified.

⁴ <https://hubin-project.eu/library>

Number of places and stories suggested by members of the Caravane

Status: ongoing
Final objective: 50
Level achieved as at June 2024: 36

After each collective Caravane location, participants are invited to fill in a qualitative questionnaire including these two questions:

- *What are the three places/meetings that stood out for you during this "Caravan"?*
- *Do you have an idea for a production based on one of these places (comic book, novel, video game, sound walk, film...)? What would it tell?*

This gives us another look at what may or may not be significant in terms of historical heritage and narrative potential. Responses indicated that these questions were soon a bit redundant to the participants and they were not presented to them in the last months. For this reason, no new proposal was made since January 2024, so the indicator did not change.

Re-use of underused spaces (e.g. total number of underused spaces per year, per type of space)

Status: NA (too early)
Final objective: 20-30
Level achieved at at June 2024: 0

This indicator is currently marked as NA as it is too early to assess, until the trail launches (the trail is currently in development and launches in Spring 2025).

Number of map downloads

Status: NA (too early)
Final objective: 500 / 1,000
Level achieved at at June 2024: 40 test maps were downloaded on the 1st of June event

This indicator is currently marked as NA as it is too early to assess, until the trail launches (the trail is currently in development and launches in Spring 2025).

Additional “co-benefit” outcomes: Improved access to data on historical heritage for project partners

As stated above, approximately 150 sites have been identified for the Metropolitan Trail, with the place-history data grouped into 12 categories that create a new heritage portrait of Grand Angoulême:

Agricultural (5%)

e.g. Experimental field of the Compagnons du V: an old corn farm with **experiments in soil remediation**, bringing dead soil back to life through replanting trees and organic matter.

e.g. Anguienne equestrian centres: the Chatelard estate offers **horse boarding facilities** - this is also where actor Depardieu slept during the **filming** of Mammoth.

Housing history (10%)

e.g. Roland Castro solar development: in the 1970s, after the oil crisis, the government launched a competition for **solar houses**. This site is Roland Castro's housing project : an innovative architecture but which has difficulty standing the test of time.

e.g. Basseau camps: **former workers' camps** for Poudrier workers, then prison camps and squatted barracks after World War 2.

Industrial (17%)

e.g. former port of Houmeau: created in the 13th century, it was the most **important commercial port** in the region and experienced significant development with the construction of the royal rope works of Rochefort and the system of barges (boats loaded with hemp and other goods). This is the industrious **district that Balzac speaks of** in Lost Illusions. With the arrival of the railway, the boatmen lobbied not to open a tunnel so that Houmeau remained a terminus with transfer of iron to the boats.

Place of memory (1%)

e.g. Alliers camps and Molines camps: **camps** that were used for Gypsies and Spaniards

Civil (13%)

e.g. comic strip fresco 1982: the **first painted wall in Angoulême**, which is now well-known for its frescos by local comic artists.

e.g. Oisellerie High School: this hospital, very modern for its time, was designed as an **autonomous community** with greenhouses and lands. The boarders, the insane, lived in community until death. The architecture is reminiscent of the cloister, the small chapel, today **open to all religions**.

Hydrography (10%)

e.g. La Vimière: one of the Houmeau rivers, sometimes hard to locate, piped throughout the Grand Font district since the construction of the Angoulême stations. Walkers in the neighbourhood can hear it under the manhole covers. During the bombing of the station, the neighbourhood was flooded because it had a “dyke” effect. There are entrances to this **underground canal**, undoubtedly with pretty masonry, **stone vaults** etc.

Infrastructure (8%)

e.g. Seguins footbridge: a fairly long **pedestrian bridge** from the beginning of the century. Picturesque view of the Touvre, the ducks and wildlife. It's a postcard moment.

e.g. Relette footbridge: footbridge from the beginning of the century, planned since 1882 to facilitate the passage of employees of the Ruelle foundry and those of the **Veuze paper mill**. Work was completed in 1902 after delays due to financial and political problems.

Transport (6%)

e.g. Roman Road: **underground ruts** attest to the presence of a historic (secondary) Roman road which connected the village to the Eaux Claires valley, identified from ruts left by carts in the **Gallo-Roman era**.

e.g. the 5 stations of Angoulême: **important rail hubs**. Allied bombing during WW2 resulted in the abandonment of all stations except one remaining. These railway lines are found throughout the city, particularly rural lines.

Historic monument (5%)

e.g. Chateau de la Tranchade: a **Gallo-Roman site**, then castle, which protected one of the entrances for centuries: the Anguienne valley.

e.g. Effamiers Cemetery: a large cemetery behind Leroy Merlin's stock. Small, very moving **Muslim square** with very simple and humble tombs below.

e.g. Saint-Michel Church: **octagonal church** with separate bell tower. Many modillions, Romanesque architecture.

Garden (6%)

e.g. Bourgine: an outdoor swimming pool from 1959 which has at times featured a beach volleyball court, 3-star campsite, youth hostel, Old Métis music concerts, the canoe kayak stadium. Considered a **wasteland for almost 20 years**, it was a bathing area for almost a century.

e.g. Frégeneuil: **formerly a gravel pit**, the pond has become a carp fishing spot and one of the most important local parks. 1922 photos indicate there were vegetable gardens here.

Natural (6%)

e.g. Fontaine des Pots: a place where **hemp was soaked** before being worked. Around it is a wood of chestnut and hazel thickets.

e.g. Mérigots woods: an **ancient wood** that was already on old maps: not the result of agricultural abandonment.

e.g. Bamboo Grove: a small, very dense bamboo forest with a stream meandering at the foot of the trees. **Artists come here** to supply themselves.

Vernacular (13%)

e.g. Pont de Saint-Antoine: an old Armenian, nicknamed the **Pirate of Angoulême**, dedicated himself to the construction of boats of all kinds. Also nicknamed the President of Houmeau, he opened an informal shipyard on the shore.

e.g. Old town / Maison des Simards: **Thousands of Canadians** descend from this family who emigrated to Canada in the 19th century. They return every year to find the house where their ancestors lived.

Table 2: examples of the heritage and history encoded in the approximately 150 heritage sites and 12 categories

Next Steps

The focus and current results of this Action are predominantly operational (outputs), as a foundation to enabling later outcomes and impacts. In the future, after the launch (planned for Spring 2025), the city team expects the trail to contribute to the following benefits:

Economic:

- easier access to historical heritage data for project partners
- identification of places that could potentially play a role in tomorrow's GrandAngoulême economic life: abandoned factories, shops, farming infrastructures

Social:

- the valorisation and sharing of stories and popular heritage linked to the life of the inhabitants for the project partners

Environmental:

- a better knowledge of the green and blue heritage of the agglomeration amongst communities and professionals

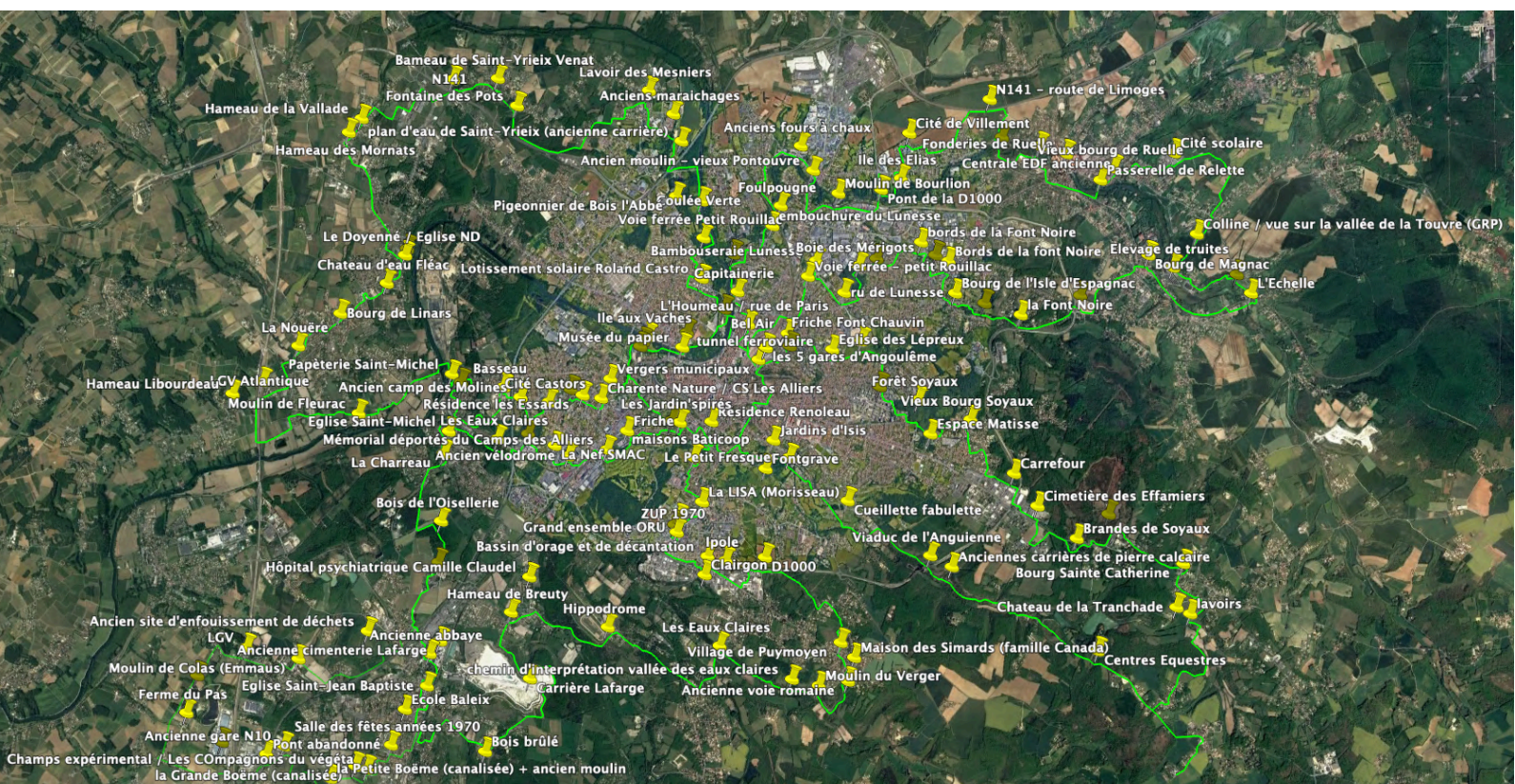
Cultural:

- a better knowledge of the different forms of heritage for the project leaders and the associated structure

2.2. ACTION 2: CO-DESIGN A METROPOLITAN TRAIL AS A FRAMEWORK FOR THE CARAVANE CREATIVE LAB

Key metadata

Action theme	Placemaking Co-creation and community engagement Art and creativity
Action clusters	Cultural and Creative Industries New Lifestyles Resilient and Human Connected Places
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 3: boosting heritage-relevant innovation in HUA's and cultural landscapes (environmental) 4: cross-sector collaboration, job opportunities and skills (economic)



Operational results

The entire trail has been designed, passing through the various stages: draft version, first version, finalised version. Each Caravane scouting enabled us to propose draft versions of the trail - by now the route has now been created and is telling a story and painting a portrait of the region: a new narrative for Greater Angoulême. From this stage onwards, the trail can be examined commune-by-commune to ensure the physical and legal safety of the route.

This itinerary is more than just a line on a map, it's an itinerary appropriated by different social circles and communities: participants in scouting, participants in public events, partners, stakeholders involved in governance (technical committee / steering group). Over 1,500 live interactions were recorded with private and public individuals.

As stated in Grand Angoulême's tailored monitoring plan,⁵ no specific outcome is directly monitored under this Action Plan as it mainly supports outcomes delivered by (and monitored in) the other Action Plans. For this action, the city team planned to monitor using two shorter-term indicators tracking the interim pace, scale and co-creation of its development:

Level of finalisation of the itinerary through 3 steps (Draft Version, First Version, Finalised Version) for each segment of the trail.

Status:	ongoing
Final objective:	finalised version for the 8 segments
Level achieved at at June 2024:	final version for 8 segments (V2)

After 13 collective scoutings, the final version of the trail is ready to be shared and observed by the commune

List of actors / partners that [mainly designed one part of the trail:

Status:	ongoing
Final objective:	12 (1 or 2 per segment)
Level achieved as at June 2024:	6 partners

The aim is to be able to claim collective ownership of the final itinerary of the Metropolitan Trail, and to ensure that several structures (associations, artists' groups, etc) can declare themselves as co-authors:

- CAJ Bel Air / Grand Font
- Centre social les Alliers
- Centre social de Basseau
- Charente Nature
- Epicerie sociale de Ma Campagne
- FRAC Poitou-Charente

No other partner was identified in the last 4 months. On the 12th of April, the 3rd technical committee was organised with the different usual stakeholders, present since the beginning of the project. The 2nd technical committee was successful, in autumn 2023, with a good participation rate. The 3rd one was a bit disappointing as only half of the members attended, possibly to do with "stakeholder fatigue" that was once mentioned. Also because of the fact there was no big news to share at this moment.

⁵ <https://hubin-project.eu/library>

The entire trail has evolved through the various design stages:

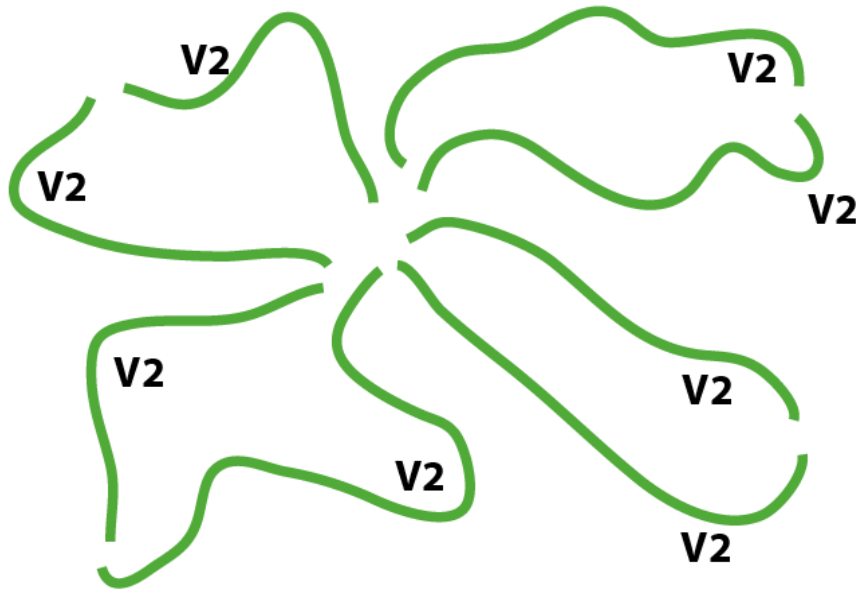


Figure 2: early Draft Versions of the 8 segments of the trail that emerged during early co-design - rough outlines of walkable sections

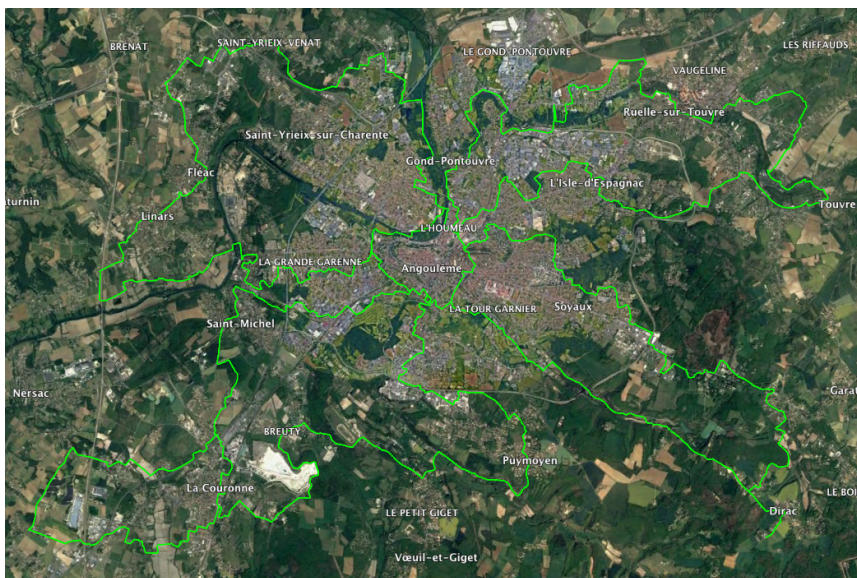


Figure 3: First Versions of the 8 segments of the trail that emerged during early co-design - mapped to the local landscape



Figure 4: Finalised Versions of the 8 trail segments that finalised from the co-design - mapped to the local landscape and populated with specific sites

Process evaluation

There are three levels of partnership/involvement:

- *partners in the field*: artists, associations, public officials, schools
- *partners involved in governance*: cultural facilities, associations, etc
- *the general public* who come to events.

What went well

- Overall, we've achieved our objectives. We've succeeded in creating a platform that enables many different players and projects to meet and get to know each other, and to pool their audiences. And all this with a path.
- The design of the trail has brought together a wide range of audiences, partners and projects. It has become a common ground for players who had never met before.
- This trail should contribute to improving the walkability of the agglomeration, as it has pointed out shortcomings in terms of land-use planning here and there.
- It also pointed out gaps in the map of hiking trails. This project goes hand in hand with a wider reflection on the development of a walking offer in the conurbation, for both residents and visitors. HUB-IN and the Metropolitan Trail have brought the issue of walking in the area to the forefront with renewed energy.

What was challenging

There are some partners we haven't managed to involve due to lack of time: all the social centres of Grand-Angoulême (La Couronne, Francas, Rives de Charente, etc) but also, the departmental archives, the CREADOC (documentary school based in Angoulême, part of University of Poitiers). Animated cartoonists are also difficult to approach, even though they're a real target. Indeed, geographical proximity is secondary in their work, which is entirely computer-based. Angoulême-based studios are often in contact with distant partners.

There was also a difficulty with the communes: how to make people understand that the trail will not directly affect the 38 communes without generating frustration?

There's always a part of the population that has trouble getting to grips with the tool. When you're at the crossroads of so many professional/disciplinary fields, you run the risk of being perceived as being in the middle of nowhere.

Next steps

The focus and current results of this Action are predominantly operational (outputs), as a foundation to enabling later outcomes and impacts. In the future, after the launch (planned for Spring 2025), the city team expects the trail to contribute to the following benefits:

Economic:

- footfall and visibility for economic actors that locate near the metropolitan trail

Social:

- a new offer of local walks for the inhabitants
- a new vision of the territory and its possible futures

Environmental:

- enhanced pedestrian continuity (soft mobility issue)

Cultural:

- new perceptions of the city by trail users

2.3. ACTION 3: SET UP AN ITINERANT HUB OF INNOVATION: "CARAVANE CREATIVE LAB"

Key metadata

Action theme	Creating the ecosystem infrastructure Co-creation and community engagement Art and creativity
Action clusters	Cultural and Creative Industries New Lifestyles Resilient and Human Connected Places
Expected outcomes <i>(city level)</i>	Rehabilitation of underused spaces (cafés, markets etc) Strengthened networks, leading to unexpected connections and ventures
Expected impacts <i>(programme level)</i>	2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 4: cross-sector collaboration, job opportunities and skills (economic)



Operational results

As per Grand Angoulême's Action Plan,⁶ this Action involved Caravane walks: scouting the potential trail with local stakeholders (public sector, private sector and citizens) in order to map the points, meet with local actors, share specific knowledge, and make connections between subjects that seem far from each other but start resonating during the walk. The Caravane Creative Lab is therefore intended as a network of local actors who build and share a culture of the territory in a convivial way, and engage in scouting, presentations, itineraries, author breakfasts, preliminary research and more.

93 people came at least once to a Caravane (166 registered participations at 13 Caravanes). Further:

- 237 people registered for the newsletter on the Caravane side
- 145 people registered for the public newsletter on the public side
- 568 contacts on the mailing list who expressed an interest in receiving the newsletter (artists, associations, institutions, general public)
- almost 1,500 direct interactions with local partners and audiences since May 2022 (meetings, presentations, walks, steering committees, workshops)

Process evaluation

What went well?

- The mix of participants and ownership evolved during the process: at first, the associations were very present, then less and less, and the artists took the lead. The associations came out of curiosity, aware that a new space was opening up and that they needed to be present. The artists, on the other hand, were much more dispersed and volatile, and generally had a very full work schedule. Trust has to be earned over time
- Overall, we reached our targets in terms of participation. Relationships have been established and new projects have been born: the art school now includes the trail in its summer programme; and in 2024, ENJMIN (video game school) and ÉESI (fine arts school) organised a joint workshop on the Metropolitan Trail. In both cases, the trail provided interesting narrative material and potentially access to other publics.
- For a number of structures / partners, the trail has become an open tool, a new amenity ready to use: the art school, the Conseil de Développement, the conservatory.
- A community has grown around the Caravane. There are a few regulars who act as ambassadors.
- For the early Caravanes, the Hub team communicated about the upcoming opening of the Open Call - it was difficult to know how the Caravane would live without this incentive. So the September 2023 Caravane served as a test: it brought together 11 participants, which is quite good considering the start of the school year. It is interesting to note that for half of the participants, it was the first caravan. This means that the caravan attracts new people even without an announced call for projects.

What was challenging?

- The time it takes to build the network. A personal approach was essential to building relationships and mobilising at scale: we had to meet the collectives and associations one by one to build this relationship of trust and activate word of mouth. Word of mouth takes time.
- Depends on people's availability. Difficult to fit into the schedule. May have generated frustration.
- Autumn months are less favourable for field trips. We have noted a number of cancellations of recent Caravanes due to illness or bad weather. "Caravan 8", for example, took place in heavy rain from start to finish.
- It's difficult to continue inviting partners to the Caravans when the jury has rejected their proposal in the call for projects.

⁶ <https://hubin-project.eu/library>

Outcome: Rehabilitation of underused spaces (cafés, markets etc)

The trail is envisioned to facilitate the discovery, awareness and engagement in local sites that may otherwise remain underused or unused, and thus contribute to their rehabilitation with new uses. The trail however expected to remain in development until the end of HUB-IN - it is planned to launch in Spring 2025 which is after the time of the final reports, and until it is opened and bringing in visitors to the sites it is not expected to generate the scale of interest that will lead immediately to unused spaces being reused.

In order to be able to measure progress towards this medium-term outcome, for this action the city team therefore planned to monitor using three shorter-term indicators tracking the interim pace, scale and co-creation of its development (see Table 3 below):

Indicator	2022	2023	2024				
			Jan	Feb	Mar	Apr	May
Number of identified partners (cumulative)	86	212	212	215	215	221	225
Number of participants in the monthly scouting sessions	17	12 (average)	-	13	-	18	4
Participation rate in the out-of-format one-off walking conversations	20%	8% (average)	-	6%	-	8%	2%

Table 3: progress in the development of the Caravan Creative Lab over time, for the shorter-term indicators. For ease of viewing, the bottom two indicators for each month in 2023 are condensed into an average figure. For months in 2024 where no scouting session or walking conversation took place, the figures are left blank.

Number of identified partners

Status: ongoing
 Final objective: 300
 Level achieved as at June 2024: 225

The Caravane Creative Lab (CCL) is an informal network of partners from the fields of image, art, culture, citizenship or education. These partners are part of separate networks, and the CCL will be built up little by little, expanding contacts as it develops. For the first Caravane, invitations were sent to an initial list of personalities known or met by members of the project team, notably during the feasibility study in 2022.

Figure 5 below shows a “snowball effect” whereby contacts generated more contacts: the first session in 2022 included invites to a handful of known Artists (about one in ten or 13% or the total invitees), yet by the most recent session in May 2024 the number of Artists known and invited had grown to about 2 out of every 3 invitees (64%). This is a 12-fold increase from 11 Artists to 145, showing how scale can build over time and the power of gaining access and trust to word-of-mouth networks rather than relying on more standard email or online marketing.

*“Partners don't join the Caravane Creative Lab simply because they've received an email, but from the moment an exchange takes place. In this way, **trust is built up over time**. It's word of mouth that builds the network.”*

Action lead

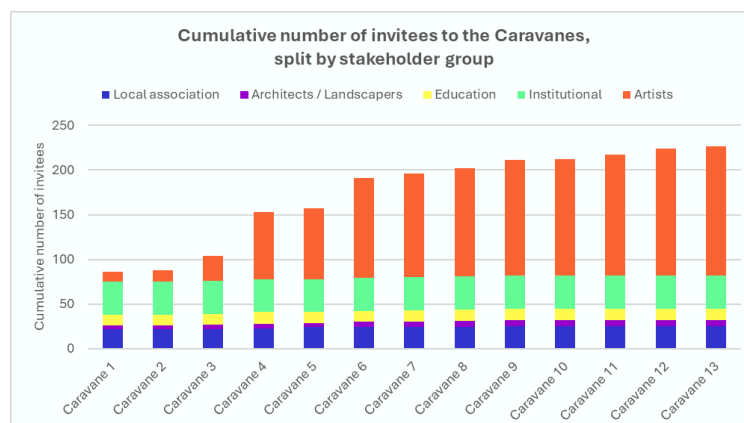


Figure 5: cumulative number of invitees to the Caravanes, split by stakeholder group

Number of participants in the monthly scouting sessions

Status: ongoing
 Final objective: 15-20 per walk
 Level achieved as at June 2024: average 13 per walk

At first the associations were very present and the artists almost absent, as can be seen in Figure 6 below. The associations came out of curiosity, aware that a new space was opening up and that they needed to be present. We presented the feasibility study in June 2022, and the associations had already responded - they know the institutional game and are used to this type of questioning.

Artists, on the other hand, are much more dispersed and volatile, and generally have a very full work schedule. Trust has to be earned over time. Their priority is the artistic process. It's clear from Figure 6 that, initially, institutions and associations were over-represented. Gradually, their presence fades as artists increasingly take over this new space. The approach to the Open Call for projects (see Section 2.4 "Create and Run an Entrepreneurship / Artist Open Call" for evaluation of that Action) also explains the strong representation of artists in Caravane #6.

Over the January-June 2024 period (Caravane 11 onwards), artist participation continues to grow. They represent the majority of participants at over half of attendees (57% - see Figure 7 below). Caravanes 11 and 12 happened in February and March which are at the end of winter and start of the spring months. Some challenges were experienced: Caravane 13 had a communication problem and we had to change the date at the last minute, so we had less attendees (see Figure 6 below).

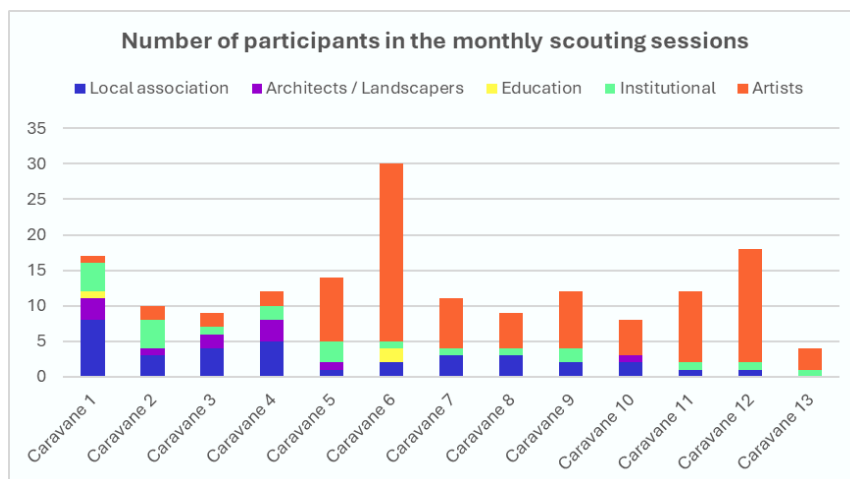


Figure 6: number of participants in the Caravanes, split by stakeholder group

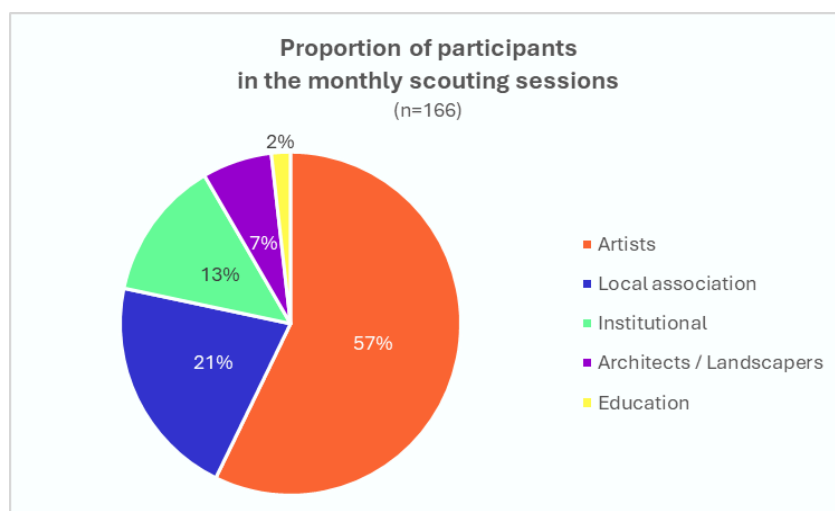


Figure 7: proportion of participants in the Caravanes, split by stakeholder group

Participation rate in the monthly scouting sessions

Status: ongoing
Final objective: not target
Level achieved as at June 2024: average 10% per walk

Participation rate may not necessarily increase further: since the Caravane Creative Lab membership list is growing and the number of participants should stabilise at around 20 per session, the participation rate may not necessarily increase, or even stabilise at around 10% if the target of 300 members is reached. This is an interesting indicator, as it enables us to relate the size of the network to the most active part of the network, i.e. those who come to the walks.

Since some peaks in 2023, the participation rate has fallen for two simple reasons: the number of invitation recipients has steadily increased, while participation has stabilised at a low level, between eight and 12 people per Caravane over the period studied. 93 people came at least once to a Caravane.



Figure 8: trail walkers visiting the Centre Social Culturel et Sportif

Outcome: Increased awareness of culture within communities and professionals

34 of the Caravane walkers responded to a questionnaire following the walks, on their background and perceptions on benefits. Respondents included architects, project coordinators, tourism consultants, urban sociologists, graphic designers, artisans, landscape designers, 3D animators, photographers, administrative agents, students, dancers, authors and more.

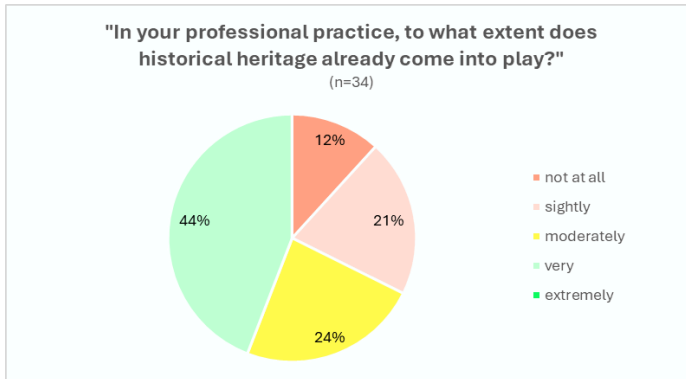


Figure 9: relevance of historical heritage in professional practice

A fair proportion (44%) of respondents report the heritage already plays a role "very much" in their professional activities

(examples offered included supporting the tourism development of heritage monuments; assisting the dissemination of a collection of works acquired from artists with a regional affiliation; urban research centred around legends and large abandoned industrial complexes; developing works on historical legends of Greater Angoulême; and more).

The responses provided insights on the connections that support this. To the question "Are you already in contact with local structures working to take heritage into account in regional development? Which ones?", it is interesting to see that the Caravane touches different networks. Indeed, the institutional structures are mentioned (Magélis, CAUE, Pays-d'Art et d'Histoire, the Angoulême museum) but also the more or less alternative associations and collectives (Archi16, the MPP, the SUC, the Beta, the Baraka, the Owls' workshop).

Almost all respondents still offered production ideas for the future that can include heritage, and remarked on places / encounters / objects on the Caravane that had the most impact - suggesting that the pre-existence of heritage in their work is a positive catalyst (and not a suppressant) for engagement on heritage-based innovation. To the question "What are the three places/encounters/objects that most marked you during this "Caravane?", it is interesting to note that the vast majority of elements cited by the caravanners are not classified heritage: a former workers' camp, an old swimming pool, graffiti under a bridge, social housing districts, an invisible river, a stone quarry, a 1960s private residence, a dovecote, a garden, a path. What leaves a mark on participants is often the history and atmosphere of the place. These are also places or objects linked to disappeared uses.

Regarding artistic production / project ideas, we notice a fairly wide diversity of type of practice, like the applications received for the three Open Calls for projects.

"Without HUB-IN, it would have been difficult to convince people of the value of such an approach. Many of the partners found it hard to see themselves in the project before they got there."

Action lead

Additional “co-benefit” outcomes:

Increased inclusion of cultural stories in the CCI sector's products

Caravane members offered numerous proposals for future culturally-inspired innovation, from escape games to frescos to drone videos and more (see Table 4 below). Whilst it is too early for any of these to have been developed further, they illustrate ideation generated by networking and points of interest on the Caravane trail.

Drawing

- **Sketchbook** to mark the route and unusual places between the city of camps, that of edibles and the two Queens

Participatory

- A **major investigative work** on the Champ de Maneuver with residents, murals, playful diversions, short films
- An idea focused on the **water cycle** in the environment: couple it with imagination, a civilization more in harmony with the waterways... secret passages, water tunnels, hidden rooms...

Photography

- A photo series on **landscapes**, how the places were previously

Performance

- A choreographic creation to take the time to listen and look differently, resonate with the space, enter into a **relationship with ancestors** (rebuild the link)
- Sound or **theatrical hike** on local history

Sound

- **Sound walks** - projection towards a desirable future reconnecting with the past activities of these spaces.
- A **sound tour** - allowing the walker to have an interpretation of these elements of common heritage
- **In situ podcast**, activated via a flashcode, present at each point of interest. The character of the production could be historical or purely artistic

Expos

- Exhibition on the places and their past (scenes of life)
- Multimedia exhibitions in the “Baux de Provence” style **quarries**

Books

- A **children's story** about a pike who lost his teeth
- A **historical fresco** on the rebirth of activities that have now disappeared
- A **thriller** in the genre of Jean-Claude Izzo in Marseille
- A book of stories that mixes **historical facts** and legends

Comics

- An **eco-fiction** comic book around a river
- A **sci-fi ballad** where nature has invaded the places and humans wander local places in search of resources (the dovecote, lake tavern, building of the last ride, anti-nuclear shelter, wash house etc)
- A prospective sci-fi comic with a **botanical dimension**
- A sci-fi comic in which buried places are **rediscovered** and exploited differently

Plastic art

- **Still life** based on elements found on a site, wild plants
- An interactive and **collaborative map** around industrial architectural and cultural heritage.

Construction

- A floating structure on the Charente providing a viewpoint / **resting point**. With a geomagnetic study and social design
- Fictional constructions (huts but not habitable) behind the crossroads
- Rehabilitation of the **Lafarge** site
- Work on public space in the **solar house district**

Movies

- Documentary on the **Lafarge** career
- Solarpunk animated film about the anticipation of the semi-wild or **permaculture reappropriation** of abandoned places, such as quarry or railway wastelands
- A "bird's eye" **video by drone** through the territory, through the eyes of an animal (bird or land)
- Historical or fictional films to watch on your phone
- A **documentary** about local personalities, residents
- A video about birds and how they inhabit the territory
- A **music video** filmed in the dovecote

Games

- A **video game** that would tell love stories among a group of hiking researchers
- An **escape game** to mobilise young people

Table 4: a selection of proposals for heritage-inspired innovation from the Caravane participants (N.B. ideation stage only)

Next steps

In the future after the launch (planned for Spring 2025), the city team expects the results of this action to contribute to the following benefits:

Economic:

- new professional contacts for participants and seeds for future projects

Social:

- personal links between associations, citizens and economic actors

Environmental:

- a positive valorisation of walking in the city and a change of practice for the participants.

Cultural:

- new knowledge for local actors about places and their heritage dimension.

2.4. ACTION 4: CREATE AND RUN AN ENTREPRENEURSHIP / ARTIST OPEN CALL TO RAISE AWARENESS ABOUT CULTURAL HERITAGE

Key metadata

Action theme	Acceleration programmes/challenge calls Art and creativity
Action clusters	Cultural and Creative Industries New Lifestyles Resilient and Human Connected Places
Expected outcomes <i>(city level)</i>	Increased inclusion of cultural stories in the CCI sector's products
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 4: cross-sector collaboration, job opportunities and skills (economic)



Figure 10: example Open Call output in discussion

Operational results

Three open calls have been launched for a corpus of original works that make the metropolitan trail a real platform for projects and heritage awareness. This includes:

- 14 projects selected in the first Open Call (out of 45 applications)
- 8 projects selected in the second Open Call (out of 19 applications)
- 7 projects selected in the third Open Call (out of 21 applications)

As information circulated, interest in applications has grown:

- more than 500 requests for access to the Open Call application file
- 85 application files submitted so far and examined by a selection panel

On December 2 2023, Grand Angoulême organised an event dedicated to the presentation of work from the first call for projects. This first-of-its-kind event involved a number of local partners and provided an opportunity to communicate widely with the public about the HUB-IN project as a whole. A brochure was specially produced for the occasion and distributed during the event (see Figure 11 below). Chairman Xavier Bonnefont opened the round-table discussion, which brought together almost all the artists selected for the call for projects. Between 150 and 200 people attended all or part of the event.

From the summer of 2024, the Open Call innovations will be exhibited in more than 10 towns across the region.

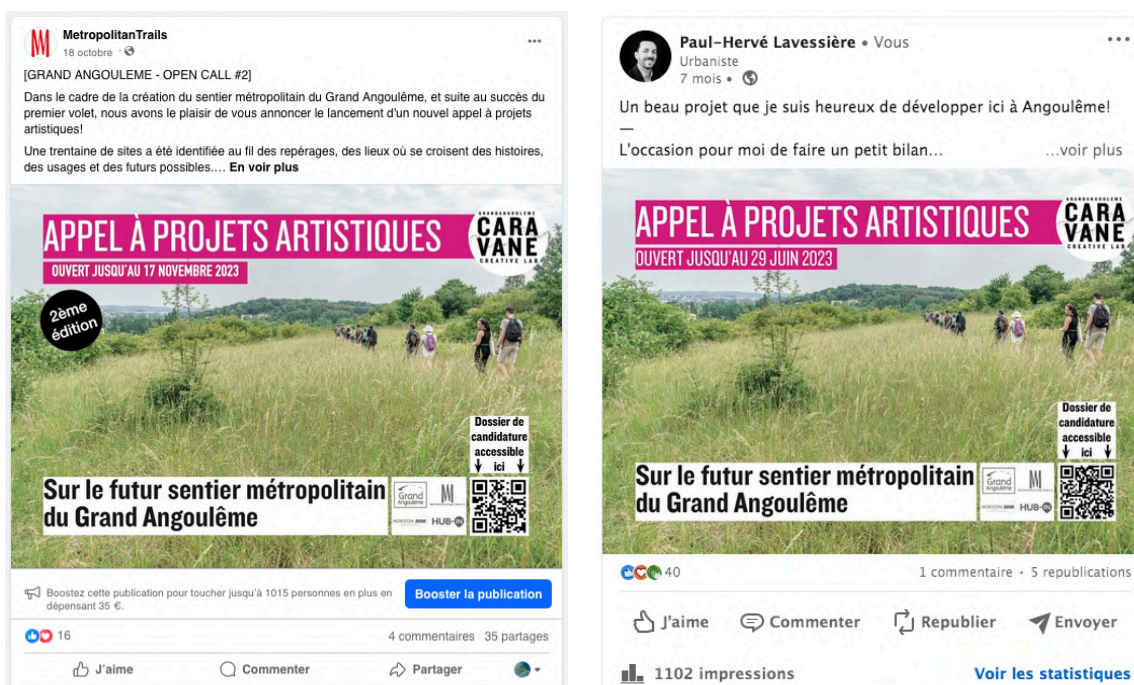


Figure 11: examples of social media marketing for the Open Call

Process evaluation

An assessment questionnaire was sent to the 14 people / groups selected as part of the first Open Call for projects. For the later two Open Calls, it is too early since the projects have not yet been delivered. Of the 14, eight responded.

The majority of respondents were highly educated, female, and residents of Grand Angoulême:

age

Half of the participants who responded are under 35 and have a career that is either just starting out or not yet launched

gender

62.5% female, 37.5% male

education

$\frac{3}{4}$ have a diploma higher than or equivalent to BAC+5

HUA resident

$\frac{3}{4}$ live in the Grand Angoulême area but only half of them had already worked with local structures

specialisms / reach

The artists involved brought expertise across local specialisms including photography, sound production, multimedia art, storytelling, puppetry, comics, plastic arts, dance, choreography, drama and writing and more. For the first Open Call an unexpectedly high proportion of proposals were related to live shows. Comic strip authors were difficult to attract, but in the end it was done, by organic growth through word-of-mouth connections. The world of 3D animation / cartoons was not reached. For the second Open Call, applications were more diverse (see Figure 12 below as an indication of the diversity).

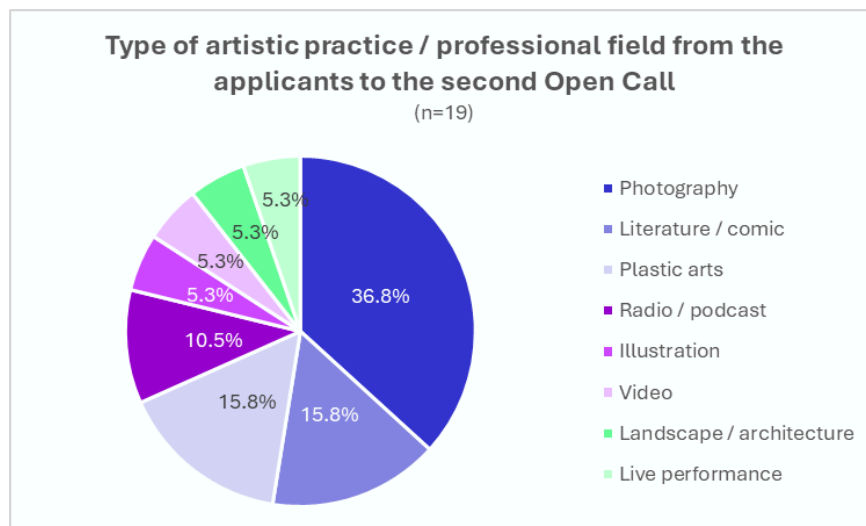


Figure 12: type of artistic practice / professional field from the applicants to the second Open Call

What went well

- *we had no idea whether we would receive many or few applications*
We chose to finance a large number of modest projects (25 in 18 months) rather than 3 or 4 large ones. In the end, this was a wise choice, as it helped to fuel the Caravane's momentum.
- *information circulated well for the first Open Call*
The Facebook post announcing the circulation of the call for projects was shared 35 times, generated over 450 interactions and appeared 9,000 times on the screen (source: Facebook statistics)
- *the Action generated new perspectives on the region and its heritage*
This included unprecedented visual archives on the territory (which had been little explored on this scale, both in drawing and photography), and better identification of built environment and landscape features
- *We were expecting a lot of comics to apply and we got a very wide variety in applicant professions*
For many artists, it was reported to be a life-changing experience.

What was challenging

- *certain artistic proposals do not reach all audiences*
as they do not directly embrace the most popular forms (elitism). But this shift was necessary because the landscape is already considered ordinary, and the operation often consists in taking this "step aside"
- *applications were lower for the second Open Call than for the first*
The information was shared in the newsletter of the international network of metropolitan trails (4,000 subscribers), but ultimately 19 applications were submitted (compared to 45 for the first Open Call). We have several hypotheses that could explain this difference: firstly, this call for projects is the same as the first one. It is a "coda", allowing projects that were not selected in the first call to be resubmitted after improvement. A republication cannot have the same impact as the initial (successful) publication. Secondly, the publication period was relatively short: the call for projects opened around October 15, closed on the evening of November 17, and was judged by a jury on November 21.

Outcome: Increased inclusion of cultural stories in the CCI sector's products

The Open Call resulted in numerous projects embedding and leveraging the local cultural heritage. See Table 5 below for a snapshot selection of artists' explanations of their Open Call projects:

Urban planning questions

"The series questions several subjects that have an important place in my thoughts as an urban planner and photographer-author: the **presence of water** and agriculture; developments in individual housing; industrial heritage and its appropriation; the **legacy of social housing** neighbourhoods."

Place-based stories

"Four **stories** that resonate with the four places identified during the Caravane, varying the angles of view: **futureology, heritage, scientific.**"

Evocative histories

"We collected the voices of former COFPA **factory workers**. We broadcast this sound creation in a felt cabin which evokes the presence of wool and felt in these old factories."

Place-based relationships

"I work in collaboration with a photographer, and we wanted to highlight the population who occupy the heritage places that certain metropolitan trails cross. We wanted to ask them questions about the **relationship they have with the place they occupy**. We chose these places because they all had a link with the garden."

Fictional futures

"The 'Dismantling!' is an installation covering the **Lafarge factory** and its territory. Combining photographs and sound stories, the piece projects us into a **fictional future** where the place has become a park on the themes of the old cement factory and destruction."

Dance performance ritual

"Creation of a walk/**dance performance ritual** around building 87 of the **foundry** in Ruelle-sur-Touvre."

Exploration notebook

"With the perspective of a **fictional archaeologist** who knows nothing about our world, I produced around twenty pages of an exploration notebook mixing **observation drawings** and archaeological extrapolation."

Comic fiction

"A **science fiction comic book** set in a world where only a few human groups remained after the fall of an extraterrestrial meteorite on the **town hall**. In this world, artists are forced to rebel to save their works, considered a raw material for the manufacture of electricity."

Table 5: a selection of artists' explanations of their Open Call projects (first Open Call)

*"[I learned] to **link fiction with the territory** and to situate a plot in a heritage context."*

Comic author

*"[I learned about] **mixing fiction and historical data.**"*

Photographer and sound production

According to the questionnaire respondents, the action has generally had a positive early effect on heritage awareness (and related skills) that could translate to including cultural stories in their future products:

- 100% say they have learned new things about heritage (see Figure 13 below for the proportion of respondents reporting specific benefits)
- 88% say they now considered heritage as a valid resource for setting up projects in the future, a core aim of the Hub
- 2 out of 3 say they developed new skills to support this in terms of field approaches
- almost all of them followed the trail independently, in addition to the Caravanes. It is therefore a tool that they have managed to use independently.

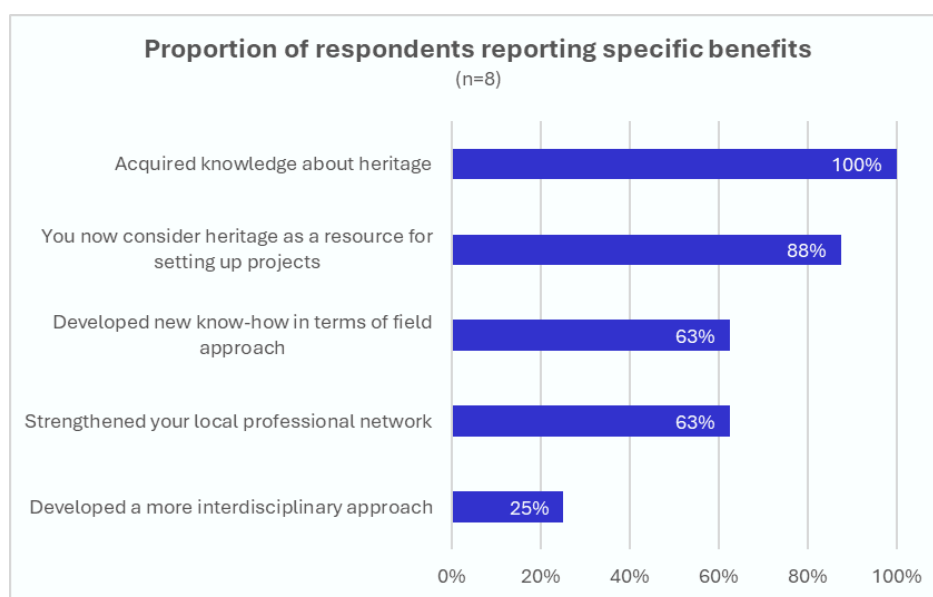


Figure 13: proportion of Open Call respondents reporting specific benefits

Additional “co-benefit” outcomes:

Strengthened networks, leading to unexpected connections and ventures

Half of the respondents agreed that their professional network was enriched by the experience.

The majority (3 out of 4) responded that they are not used to working with local actors in the Grand Angoulême region, either from the same discipline or other disciplines. Whilst it is too early for this to have resulted in joint follow-on projects or joint endeavours, in some cases the feedback has suggested a change in behaviours relating to the landscape and creative scene:

*“What struck me the most was the meetings. **I have never met so many artists in Angoulême.** I was able to speak with each of them. It changed my life; the following summer I went hiking. I had never walked before.”*

Artist, actress, director, author

*“Usually, I walk alone. **This collective practice is very different** from other proposals: we tell each other about our lives.”*

Artist, teacher

*“Their artistic visions nourished me, the exchanges on the trails inspired me, and overall the human warmth that carries the project inspired me in the **possible relationships** with institutions and the ideas that the artist / structure exchange can take, when it is moved in the exercise of walking.”*

Artist, teacher

“We didn't see them much before the restitution. But it was interesting to see the diversity of works selected.”

Plastic artist

It is interesting to note that respondents gave mixed scores on how their networks improved -

when asked “On a scale of 1-5, where 1 means ‘not at all’ and 5 means ‘a lot’, to what extent has your local professional network has been enriched by this experience?”, about half responded with a low score (scores of 1 or 2). This may be worth investigating further as to the causes, because one of those respondents separately reported “my local professional network has been strengthened” as a benefit, as well as

commenting “the project inspired me in the possible relationships with institutions” and another remarked that “we were able to exchange with other photographers... we learned other ways of seeing, of communicating too...” - these seem to suggest contradictions between the numeric scores and qualitative feedback on network building in at least a few cases.

It may therefore be worth the Hub team investigating whether this is due to a simple misunderstanding of the question, or if the respondents are simply commenting that there was useful network building but it was minimal in *scale*, or something else.

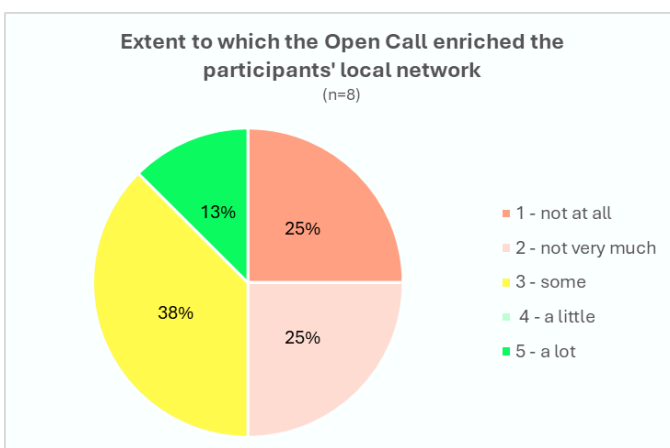


Figure 14: respondents score the extent to which the Open Call enriched their local networks

Additional “co-benefit” outcomes:

Changed behaviours within the community to go on walks

Three in four respondents already had a practice of walking linked to their professional practice, based on feedback from the Open Call participants. It was therefore a project that came at the right time for them. For the remaining quarter, it was a total novelty. Whilst it is too early to know if this will translate into wider walking activities amongst local inhabitants, it suggested a few positive behavioural changes:

“It changed my life; the following summer I went hiking. I had never walked before.”

Artist, actress, director, author

Additional “co-benefit” outcomes:

Increased visibility for creative entrepreneurs and their talent

As Open Calls reiterate, future monitoring plans include options for additional sources once the launch is ready, for example QR codes to be placed at key installations - these provide visitors a chance to learn about the installation, and also to give feedback on how it is affecting their cultural awareness, or other metrics relevant to the Hub team's impact model. Although it is still early stages for deployment, some artists have provided favourable feedback on how the action is supporting them in early demonstration events:

*“Many **people are here to see my work**, and I am getting the chance to explain to them, answer their questions, engage them on my process - it's wonderful.”*

Exhibiting photographer



Additional “co-benefit” outcomes:
Improved skills for students and teachers

The artists informed of additional traditional artisan, contextual and commercial skills gained through the format of the Open Call:

*“[What I learned was] to get to **know my work area better**, i.e. the Crown, the Abbey and the Lafarge factory.”*

Illustrator

*“We learned how to **make felt the traditional way**. As young artists we also learned to respond to a call for artistic projects within certain deadlines. We had never worked together, which allowed us to **cross-reference our practices**.”*

Sound production

*“[I learned new skills] particularly on **urban ecology**, reflection around the city and the changes in perspectives that it implies on the landscape. How we occupy a space, how the population groups together in certain places rather than others.”*

Photographer

The trail was also recognised as a welcome teaching format in contrast to formal settings, providing a more simple and natural way to engage in dialogue, as shared by an artist who also teaches at university level:

*“I would like to find forms of dialogue as simple and natural as on the paths while thinking about the context of encounter. This is **particularly valid for teaching** because I teach comics at university in a very formal setting, and fine arts with a little more attitude.”*

Comic artist, teacher

Additional “co-benefit” outcomes:

Increased awareness and protection of the green and blue heritage

Part of the increased heritage awareness related directly to green and blue spaces. Several of the artists directly incorporated this awareness into their Open Call products (see Table 5 above for a selection of artist’s explanations).



Figure 15: trail walkers encountering legacy built infrastructure repurposed with planting boxes

*“[I learned] lots of things. The exchanges with people, the **discovery of certain places that we did not suspect**, was incredible.”*

Photographer

*“[What I learned was] the **topography of the Charente watershed** and its tributaries, as well as the resulting diversity of landscapes.”*

Photographer

*“[What I learned was] lots of things on **living heritage**: washerwoman, scientific data on the Touvre, on the manufacture of semolina and the cultivation of wheat.”*

Storytelling, puppeteer

Additional “co-benefit” outcomes:

Increased awareness of culture within communities and professionals

Artistic installations may not have to be mainstream to be effective. The outputs produced by the Open Call artists are intended to increase the attraction and cultural relevance of the trail once it launches fully. In the meantime, some have already been experienced by local community audiences at a “Grand Marche” dissemination event - verbal feedback from a few participants indicates that whilst perceptions of individual art pieces may vary from positive to negative, they can still generate curiosity and pride - this is important as it may give cities aiming to replicate the trial freedom to be bold with the commissioned art works.

*“This performance is meaningless, I hate performative dance, it means nothing. But at least it gets people **talking to each other** - I met people there watching and we decided to **go to the Château later together.**”*

Resident, aged over 65 years

*“Even if we don't appreciate the dance fully, we are **proud of the trail and curious** to be part of it.”*

Resident

97% of respondents discover new places on the trail. A subset of approximately 30 of the Grand Marche participants (open to the public) responded to feedback questionnaires and the vast majority (97%) indicated that the trail had helped them to discover their local area - “some”, “many”, or “all” places they crossed were new to them. Only 7% already knew every place on the trail.

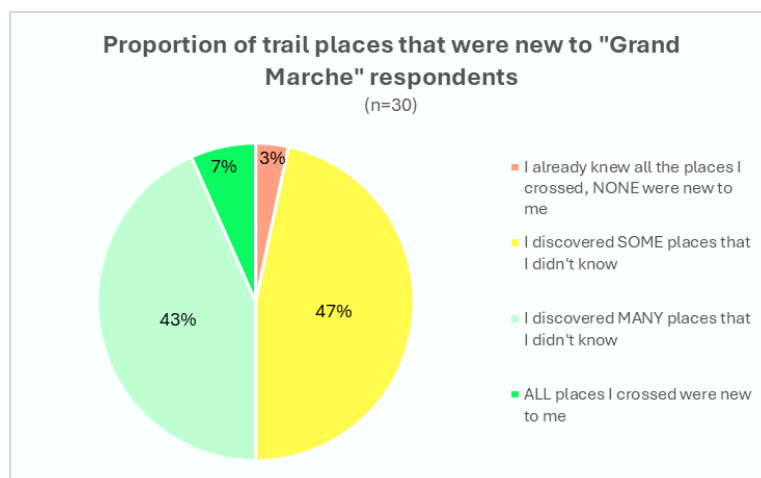


Figure 16: proportion of trail places that were new to “Grand Marche” respondents

Additional “co-benefit” outcomes:

Increased social inclusion of culture within communities and professionals

Opportunities for deepening the inclusivity, especially within historically isolated communities.

As described above, participants in the Open Calls noted that it often brings benefits in networks and connections. However, a few trail walkers on the interim “Grand Marche” dissemination event also gave feedback that whilst the route took them through historically separated communities that they may not normally visit, there still remained separation with those communities as they were not participating in the trail. This could be an area to build on in the future by fostering deeper inclusion of those “separated” community members as trail walkers and active participants.

*“This area [on the trail] is **very separated** with a lot of North African families - a few years ago one of the houses burned down, there were some burned cars, we have some problems here but they don't integrate, they are not represented on the walk.”*

Resident, aged over 65 years

*“The communities we walk through are **very separated**, so we would not normally come here, but **we learn about the area**. Although new to us, the sites inform us of the older heritage. We will **definitely come back again** - our dog loves to walk!”*

Resident couple

*“The trail? I think it's smashing! What a **chance to visit somewhere new** that we don't normally visit.”*

Resident couple

Contribution / additionality of HUB-IN

There appears to be a fair proportion of local artists who use heritage in their work already to some extent, as seen in Figure 9 in Section 2.3 evaluating the “Caravane Creative Lab” Action.

Yet there was also full support for the idea that the projects could not otherwise have gone ahead

without HUB-IN's support, with the Open Call respondents all confirming that they could “never have completed this project” outside of this HUB-IN call. This indicates that any skills, awareness and networks generated are additional compared to what would happen without HUB-IN's support. Several are already seeing how to follow up on their projects. This extends also to some of the Open Call installation visitors encountering the trail.

Without HUB-IN and the Metropolitan Trail project, it would have been very difficult to showcase

the coherence between such diverse projects. Based on the feedback and Hub views, it's HUB-IN via the trail that shows that all these artistic proposals are part of the same approach: talking about places and making places talk.

*“We discovered a lot of things. **It was the exhibition that brought me here.**”*

Resident walker, 75 years old

Next steps

Open Call respondents all indicate either partial or clear ideas on how they may follow up.

Although it is too early for follow-on projects at the time of reporting, none reported having no ideas to take forward, suggesting that the Open Call may succeed in generating some artistic encouragement and ideas beyond the programme - see Figure 17 below.

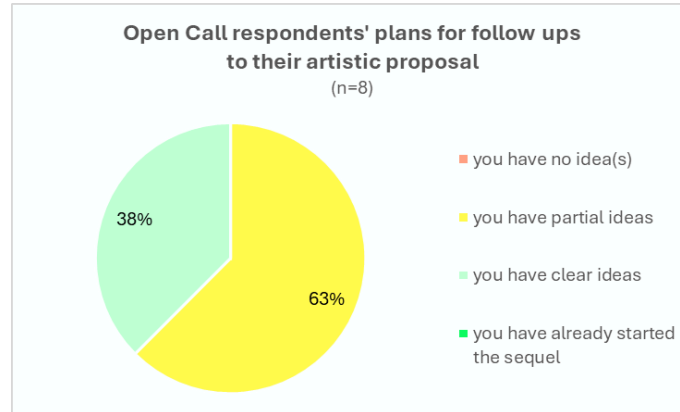


Figure 17: Open Call respondents' plans for follow ups to their artistic proposal

*"It **made me want to explore** other areas of Greater Angoulême."*

Illustrator

From the summer of 2024, the Open Call innovations will be exhibited in more than 10 communes across the region. Further into the future after the trail is launched (planned for Spring 2025), the city team expects the results of this action to contribute to the following benefits:

Economic:

- artistic projects are funded, local talent is promoted and made visible

Social:

- proposals that touch the public and invite them to change their perception of the city and habits (increased use of walking)

Environmental:

- places, biotopes, enhanced, mediatised, told by the candidates during the presentation of their work

Cultural:

- proposals that touch the public and make them aware of the themes of the historical heritage

3. HUB-LEVEL EVALUATION

3.1. REFLECTIONS ON SUCCESSES, RISK AND RECOMMENDATIONS

The Hub team and stakeholders find several successes and obstacles that are likely relevant to replicating and / or scaling the Actions, either in the HUA or in Follower Cities:

Implementation

What went exceptionally well

Overall, we've achieved our objectives for the trail building. We conducted our shared survey and amassed a wealth of information. In particular, over 25 hours of footage archived by Radio ZAIZAI.

The caravan participation rate was quite good for the two last episodes and we always receive new members, who come because they were told it was interesting for them to come. Indeed, the word-of-mouth seems to work well.

The local partners were really easy to involve into the 1st of June 2024 event that was being prepared. Social Center, art school, inhabitants, artists, communes, were immediately enthusiastic about the event and ready to be part of it.

High quality of proposals generated. In February 2024, the video game school (ENJMIN) and European Superior Image school (EESI) organised their annual workshop. The students had walked the trail in September and were invited to imagine productions from the trail and the narrative material we gathered for them. After a few days of workshops, we discovered their proposals and some of them were quite stunning. It was the 10th edition, but according to some supervisors, it was a very interesting one. The narrative material inspired them so well, Grand Angoulême could be interested in investing in some of the projects: a card game, an augmented reality app, and other gaming apps that have to do with local legends and stories, and the walking approach.

The December 2023 event to present work from the first Open Call was a great success, meeting the expectations of the project team and with between 150 and 200 people attending all or part of the event.

The second Open Call triggered a number of excellent submissions to complement the initial corpus gathered during the first Open Call. In a short space of time, some of the projects not selected for the first Open Call were reformulated and improved thanks to the agency's support, and were selected for the second open call.

What did not go to plan

Bibliography and archives (Action 1): if we had to do it all over again, we'd spend more time on these preparatory phases.

Caravane participation rate was disappointing over the last two (#9 and #10), partly due to weather conditions and an end-of-year context that was not very conducive to field trips (balance-sheet period for many professionals).

The last technical committee participation rate was quite disappointing, only half of the members attended. It might have something to do with "stakeholder fatigue" that was once mentioned. Also because of the fact there was no big news to share at this moment. It happened that we spent a lot of attention and energy involving a partner because we thought it made sense and, after months, we realised that this partner is not completely interested. So we can have the feeling we are getting too pushy sometimes.

Major turning points

The December 2023 event to present work from the first Open Call was a moment of clarity for many of the project's partners. With the publication of the site on this occasion and the meeting of the vast majority of players at the event, the purpose and concept of the Hub became clearer. We felt that the project had succeeded in launching a real dynamic in the area (high attendance and micro-sharing with the main beneficiaries, who talked about what they had learned and the contributions they had made through the project).

The last Caravane (#12) and felt like it was finishing a cycle. Indeed, after this Caravane, and for the next ones, we'll have to walk places we already walked since all the future trail was entirely scouted.

The preparation of the 1st of June 2024 event feels also like the different partners are now understanding we're getting closer to the inauguration (Spring 2025) and that the Angoulême Metropolitan Trail is becoming real.

Risks and issues encountered

Risks of not reaching the full artist network if using only email approaches - see the recommendation directly above on the value of a personal approach, building trust over time and leveraging word-of-mouth amongst artist networks etc. Relatedly, there was a risk that no one would be interested in the project because people were being asked to come on their own time or at work. To counter this, we spent time talking about the project and highlighting what everyone stands to gain from it.

Risk of alienating communes not on the metropolitan trail route. We had to work to explain during working group meetings in particular that at the end, everyone can take benefits from this project.

Sometimes we may encounter internal difficulties, because it is a project that involves so many partners and so many departments in Grand Angoulême services: tourism, heritage, communication, culture, environment, transports... We can easily get overwhelmed by the spectrum width of the project.

Timelines of the artists: some artistic projects are late and sometimes it is not the artist's fault but because of an organisational issue, or because we involved so many artists that the information can lose itself. It has to do with the fact the project involves so many people that our team can get lost temporarily and lose some precious time.

Timelines of the events: November 2023 was a very busy month. This month included 2 Caravanes and mobilised a large part of the Grand Angoulême team to organise the December event (press release, venues, invitations, arrival of artists, etc). We sometimes had the feeling that we were organising an event that was too complex (five different venues, 14 works to be exhibited, of different kinds). Editing the brochure required a lot of to-ing and fro-ing to get it validated and printed in time for the event.

Finalising the first version of the *sentiergrandangouleme.fr* website was another major challenge. The elements were in place, but putting them into shape required considerable editorial work and validation by the firm of certain language elements.

Unexpected outcomes or impacts

It is currently too early to observe outcomes and impacts: the Actions are the early stage building blocks (mapping trail routes, building networks, etc) and early for results on the medium and long-term outcomes and impacts are expected once / after the trail launches in full (planned for Spring 2025).

We believe we are on track for our intended impacts in the long term. The goal of influencing the way the city is built, by taking greater account of its historical heritage, is still a long way off.

Networks

New contacts and connections in the Hubs' Governance model

The technical committee: it brings together partners that didn't necessarily meet before: image schools, hiking federation, environmental association, heritage departments, etc. This framework for cooperation is invaluable, as it reveals the project's cross-disciplinary nature. See the city's Action plan⁷ for its full list of participants in the technical committee.

The "culture/tourism working group": bringing together the elected representatives of the 38 communes, this group is receptive to the project and constitutes an important relay for the project within the communes of the territory. See the city's Action plan⁸ for its full list of participants in the working group.

Synergies with partner programmes inside / outside the HUA

The art school includes the trail in its summer program

Interactifs numériques (ENJMIN) and Ecole Européenne Supérieure de l'Image ÉESI) organised a joint workshop on the Metropolitan Trail (in February 2024, and it went really well)

Knowledge (and transferability)

Potential to replicate in the HUA or other cities

All cities should/could set up a metropolitan trail project, regardless of the size of their arts scene. Creating this informal framework for getting to know the city and its partners is feasible everywhere, and can be expected to have a positive impact in a number of ways: strengthening social ties, giving professionals a better understanding of the area, and providing a shared knowledge of the city's historical heritage.

Recommendations to other cities

Action 1: organise a series of workshops open to specialists in the area. Several hours together around the map (Action 1), taking notes and thinking together about what this metropolitan trail could / should tell.

Action 4: perceptions of art can be subjective, but that need not be a limit.

As an example: several audience members commented that they did not fully appreciate a live interpretative dance performance - but still expressed pride and curiosity in the trial, new connections and plans for further exploration.

Overall: there's no way of knowing how the project will be received by the local population and partners. It depends on many factors that are rarely predictable. It's important to be open to many possibilities. In Angoulême, for example, we thought that the community of comics authors would be very quickly mobilised around the project, whereas it was the world of live performance that was the most responsive. It is important to welcome those surprises, because things can't be forced. We need to see who the project can be most useful to.

A personal approach was essential to building relationships and mobilising at scale: we had to meet the collectives and associations one-by-one to build this relationship of trust and activate word of mouth.

⁷ <https://hubin-project.eu/library>

⁸ <https://hubin-project.eu/library>

3.2. COMMERCIAL SUSTAINABILITY

The Hub's actions and development are in early stages (mapping heritage sites for the trail, developing networks etc) and so have not attracted further investment towards its Actions in the HUA.

Within the ecosystem, the Open Call innovators were too early-stage to commercialise heritage in terms of revenues or attracting funding or investment outside of HUB-IN. However, see Section 2.4. "Create and Run an Entrepreneurship / Artist Open Call" for insights on the engagement, networks and ideations produced that are intended to be the building blocks for commercial growth.

3.3. CONTINUAL IMPROVEMENT

New Opportunities And Barriers in the HUA

In each quarterly review the Hub team assesses new and ongoing developments in the HUA that could influence the Hub's future, whether opportunities and barriers. The assessment is based on the "Ecosystem Elements" that comprise a HUB-IN city (full list of elements can be found [here](#) from page 11).

The Grand Angoulême Hub's focus is predominantly on preparing the trail for launch in the near future (expected Spring 2025), and therefore the known opportunities and barriers are currently related to this - this continuation and extension of the trail's next steps as evaluated in the report above - rather than there being new tangential opportunities / barriers to track at this point in time. As the trail develops, continuing quarterly Hub reviews would enable any developing opportunities and barriers to be capitalised on.

3.4. FUTURE MONITORING / BENEFITS REALISATION

The HUB-IN programme ends in early 2025, and with it the formal requirements for monitoring.

The programme's monitoring reports are based on data available at a suitable "snapshot in time" a short period prior to its conclusion, to enable evaluation. Though the programme will no longer have any formal impact assessment after it completes, this does not prevent evaluation continuing in the HUAs.

Monitoring plans are still replicable by the cities in future years should they wish, or at regular intervals, in order to evaluate changes since the first "pre-" baseline or to compare with the first version of any replicated Actions. This continuation of monitoring depends on each city's appetite, as well as relevance of the monitoring plans after considering how the Actions have evolved, and whether any tweaks or replacements are needed to accommodate emerging needs of investors, decision-makers and beneficiaries.

Cities may therefore want to stay adaptive and refine their monitoring needs as Actions evolve.

For example, in the city's D5.2 Adapted Monitoring Methodology, there are baselines and / or plans for assessments that were not relevant in the final report - this could be for example because objectives evolved, or programme timelines are too short to detect changes, or practical constraints, or other reasons.

This could reference bring in some of the unused original plans for:

- *Trail walker study*
Once the trail is launched, it may be possible to conduct a socio-economic trail study of the walkers and the annual expenditure generated by the trail from visitors, insights into demographics of the walkers (who visits, which groups are represented, which groups are underrepresented and why), their motivations (to inform how to increase trail visitors in the future), change in awareness of heritage etc. This depends on the availability of the trail, and perhaps of volunteers to assist with sampling approaches and getting enough responses to extrapolate the results.
- *Space re-use*
Likewise, the conversion of underused spaces into new uses is a medium- or longer-term outcome beyond the timelines of the HUB-IN project.
- *Caravan questionnaire*
Periodic questionnaires or cohort interviews could evaluate the strength of networks over time, based on simple scoring and qualitative commentary on unexpected connections / knowledge transfers / etc.
- *Open Call questionnaires*
Future open calls could retain or expand on the previous pre- and post- surveys and interviews, considering the use of formal terms and conditions in the contract that stipulate returning the data as a condition of receiving payment, in order to assist with obtaining full response rates.

Alternatively, the future interventions in the HUA may require new forms or focus in monitoring, and city teams will best be placed to refine this as they go. Existing databases (baselines) and partners can be valuable for robust and cost-effective monitoring. Key principles in impact assessment include relevance and proportionality, so as HUA Actions and strategies evolve then so too might the approach for monitoring, in order to provide practical and meaningful insights to "prove and improve" the Hub's impact over time.



Funded by the Horizon 2020 Framework
Programme of the European Union

D5.3 Evaluation Report

Lisboa

October 2024



Funded by the Horizon 2020 Framework
Programme of the European Union

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HOW TO CITE THIS DOCUMENT

Cabral I., Cunha M., Gregório V., Martins
A., Paulo S., Taylor C., (2024).
Evaluation Report (Lisboa), HUB-IN
project - Hubs of Innovation and
Entrepreneurship for the Transformation
of Historic Urban Areas
H2020-SC5-2019, GA 869429.

PROJECT INFORMATION

Project name: HUB-IN
Grant agreement number: 869429
Project duration: 2019-2024

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ABOUT HUB-IN

MISSION

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment.

The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs and is fully aligned with the international agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Belfast, Braşov, Genova, Grand Angoulême, Lisboa, Nicosia, Slovenska Bistrica, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main areas that hold potential for the Hubs' sustainable transformations: 1) Cultural and creative industries, 2) New lifestyles and 3) Endogenous Natural & Social Resources.

VISION

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

CONSORTIUM



Δήμος Λευκωσίας
Nicosia Municipality



Belfast
City Council



Cyprus
Energy
Agency



Universiteit Utrecht



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1. INTRODUCTION

1.1. SNAPSHOT SUMMARY

Action 1: Ignite the Hill

Building an Entrepreneurship and Innovation Network in Colina do Castelo

Action 2: "De-Incubator"

A "decentralised and dematerialised" Incubator for Innovative Projects

Action 3: Colina do Castelo Pop Up Space

A Multifunctional Space for Lisboa's Creative and Sustainable Urban Regeneration Solution

Action 4: "Sprout Tank":

Experimentation for a Circular and Climate Neutral Colina do Castelo

Stakeholder views:

"I discovered things in Mouraria that I didn't know about, they are all spectacular... I discovered that there is a cluster of tile and ceramics shops... very nice!"

Resident

"The acceleration programme allowed me to understand how to build a project from scratch and all the implications necessary to make it a reality. My knowledge of entrepreneurship was practically nil."

Entrepreneur

"The main lesson is the importance of interacting with locals. We did a series of interviews to understand the real needs of the community. I think it's way more helpful than theory classes and definitely something that I would like to do again in the future."

Student

"HUB-IN is a truly fantastic initiative for the social innovation ecosystem in Lisboa, and in particular, for the community around Colina do Castelo."

De-incubator mentor

Early numbers:

€125,000

in funding secured for future actions and continuation of the Hub, including estimated municipal budgets

200

hours of mentoring in entrepreneurial skills for innovators on their products and services in the De-incubator

183

creatives mapped in the geotool for an entrepreneurship and innovation network in Colina do Castelo

100

hours of training for De-incubator entrepreneurs, including 11 workshops, 4 masterclasses and 3 inspirational talks

90

students inputting ideas and pitches for Sprout Tank's place design competition

89%

of innovators in the De-incubator plan to use cultural heritage in future projects or products

89%

of Mocathon students increased awareness of sustainable solutions for heritage in urban areas

73%

of artisans have high or very high interest in future exhibitions or events in Action 1 (sample of 17)

68%

of participants in "Sprout Tank" heritage site regeneration collaborations were female

60%

of surveyed Pop Up visitors renewed their interest in the heritage of local ceramics

40

participants in local Match & Ignite session, across public and private sectors and academia

33

De-incubator mentors in System Thinking, Circular Economy, Regenerative Tourism, Marketing & more

21

innovators supported in the De-incubator's entrepreneurial training and mentoring for their products and services

9

projects accomplished in the De-incubator including route-mapping, story repositories, accessibility services and more

9

international universities contributing knowledge and ideation to Sprout Tank's place design competition

5

additional hubs proposed by Sprout Tank competition winner: Local; Movement; Cultural; Flexible; and Blue-green hubs

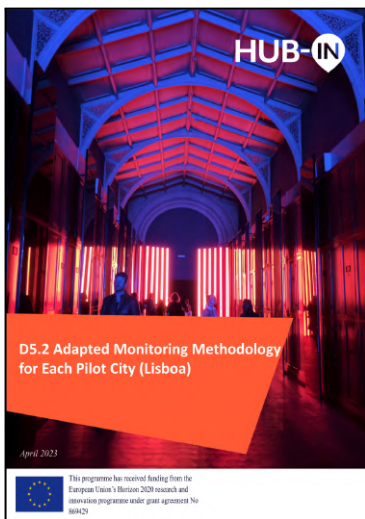
1.2. OVERALL OBJECTIVES OF THE HUB



As per Lisboa's Innovation Action Plan,¹ the Hub of Innovation Action Plan is located in Colina do Castelo, a popular area covering six neighbourhoods of the historical and cultural centre of the city. This is the place that gives the city of Lisboa its unique characteristics and identity, hence its cultural-led urban regeneration is vital for the sustainable development of the whole city.

The Action Plan aims to facilitate and promote the development of a more entrepreneurial, innovative and creative local community, while simultaneously preserving the characteristics and cultural identity of the area. To do so, it has designed four articulated actions that will focus on:

- building an entrepreneurship and innovation network in the HUA;
- setting up an incubator for innovative projects;
- creating a multifunctional space for showcasing creative and sustainable heritage-led regeneration solutions; and
- experimenting and sharing knowledge about circular and climate neutral solutions.



As per Lisboa's Monitoring plan,² the city's prioritised outcomes were:

- Strengthened networks of entrepreneurs, businesses and communities
- Accelerated growth for incubated entrepreneurs (revenues, jobs, etc)
- Increased preservation and exploitation of cultural assets
- Awareness of efficient resource use (water, energy) from communities
- Improved knowledge of integrating renewable energy solutions in HUAs

The Hub's logic model can be seen below in Figure 1.

To avoid duplication, methodologies and content covered in previous HUB-IN documents such as the Action Plan are not replicated here - consult those documents for details, available at <https://hubin-project.eu>.

¹ <https://hubin-project.eu/library>

² <https://hubin-project.eu/library>

Lisboa Hub's logic model

Colour of arrows is just to make the links visible - no other meaning

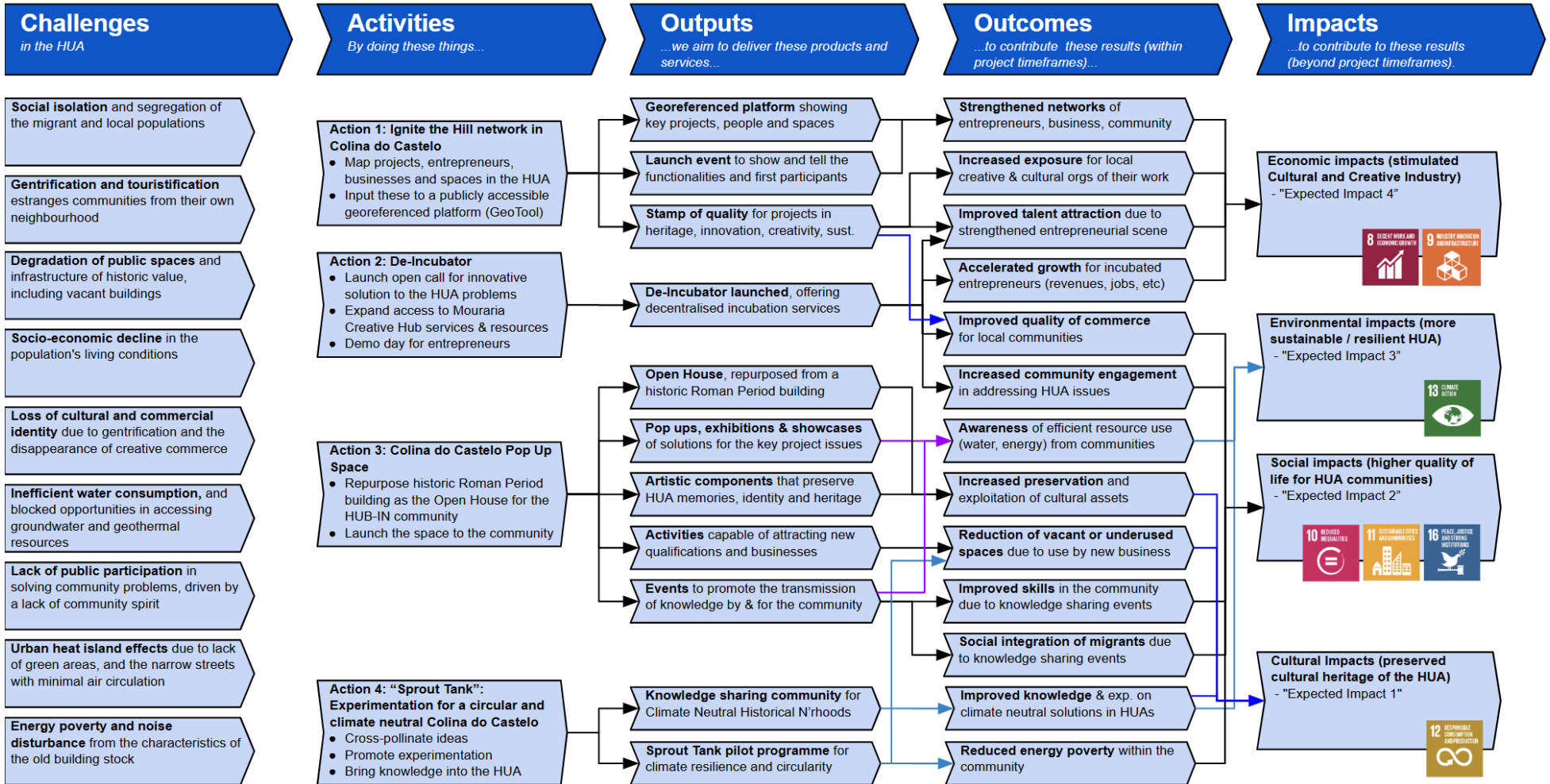
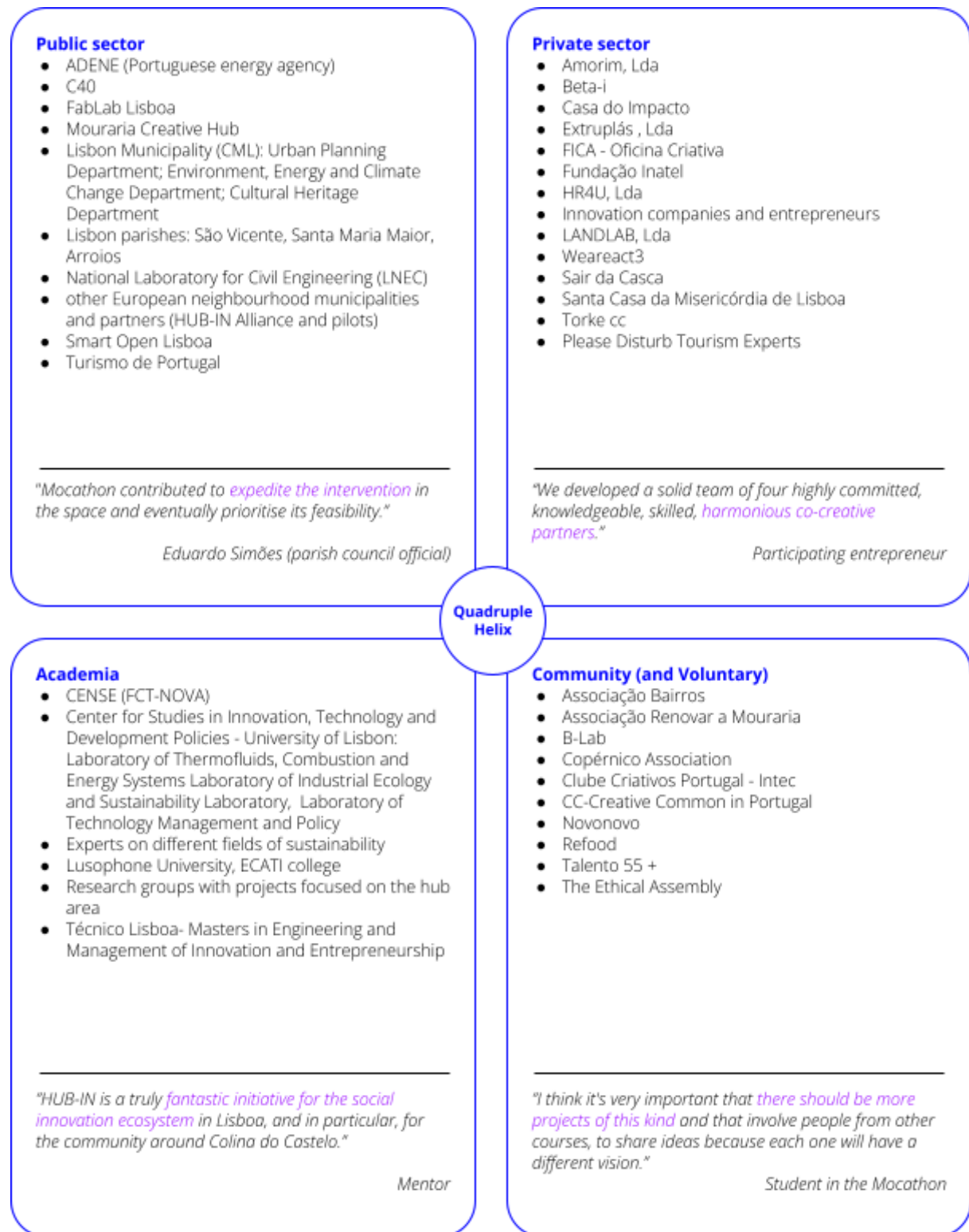


Figure 1: the Hub's logic model, illustrating the change pathways for the specific Actions' intended outcomes.

1.3. STAKEHOLDER ENGAGEMENT

Stakeholders across the “Quadruple Helix” were core participants in the Hub’s development and delivery:



1.4. PURPOSE OF THIS DOCUMENT

This document is a summary of the city's impact assessments to date, based on data, insights, content and commentary from the Hub team and their monitoring tools. Work Package 5 "Monitoring and Evaluation" has also provided some light support with additional commentary or presentation, but is not scoped to audit city data or findings. By intention this report is built first and foremost on the city's views and language, thereby staying true to the "voice of the city" wherever possible. Key findings will be drawn into the document D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

1.5. LIMITATIONS OF THIS DOCUMENT

A few standard notes are important in interpreting data in all HUB-IN cities:

- *determining long-term impacts from short-term projects*
Some of the regeneration actions in HUB-IN cities are expected to contribute to results in the medium- or long-term (i.e. beyond the end of the programme). The monitoring in all HUB-IN cities that is used in this report necessarily finishes before this point, at a "snapshot" in their evolution. *Therefore, early or interim findings and evidence are presented at this stage, indicating the "direction of travel" towards the expected impacts rather than prematurely assuming any final answer.*
- *finite resources*
As with all programmes, there is a finite constraint around budget and effort available to monitor. Attempting to monitor all possible outcomes, with all possible data, and applying all possible assessment techniques, is not an appropriate or cost-effective approach in impact assessments. *Instead, a handful of priority outcomes are assessed, as identified with city teams, their stakeholders, the programme and WP5's support in their document titled D5.2 "Adapted Monitoring Methodology".*
- *principles of feasibility, relevance, and practicality are important for decentralised monitoring teams*
City Hub teams are responsible for their monitoring and analysis (and are the primary beneficiaries) but do not always have access to economists, social scientists, environmental scientists, statisticians or professional qualitative researchers etc. Some do have strong backgrounds in quantitative and qualitative fields, or access to university students. This mix is expected to be similar to Follower Cities, who may have varying degrees of experience and comfort in data collection and evaluation. *Thus, the expectation is not for overly academic, lab-level research and statistics - but for practical, easily replicable approaches that make use of available data to give usable insights to the Hub teams.*
- *data constraints (sample sizes, commercially sensitive data, community trust, stakeholder fatigue etc)*
Whilst there is some leverage over contracted parties to provide data (e.g. all Accelerators were advised to make completion of pre- and post- surveys a contractual condition of the innovators receiving payment), sample sizes are highly dependent on the scale of the action and often the willingness of respondents. Much data is self-reported without scope for auditing (e.g. revenues). Stakeholder or community surveys etc will not necessarily meet the sample sizes or probability-based requirements used in academic papers for statistically significant findings or hypothesis testing. Robust techniques for this level of quality were considered (e.g. large scale professional community surveys; difference-in-difference techniques etc) but - as per the points above on finite resources and the small / short-term nature of many Actions - these did not pass the programme's or cities' requirements for proportionality, relevance and cost-effectiveness. *Thus, findings should not be taken as fully representing the larger population in the city or cross-city, but as indicative for the samples consulted. The findings therefore investigate evidence for the outcomes and inform Hub adaptations, and areas of potential future study, specific to those Actions.*

For Lisboa specifically, some challenges included the early stage of some interventions (e.g. developing networks), limits on asking too much personal data (demographics such as income or community etc) and pair-matching pre- and post- responses. See the city's tailored monitoring plan³ for detail on the chosen monitoring techniques, data collection plans and limitations (not duplicated in this document). Key findings will be drawn into the D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

³ <https://hubin-project.eu/library>
D5.3 Evaluation Report (Lisboa)

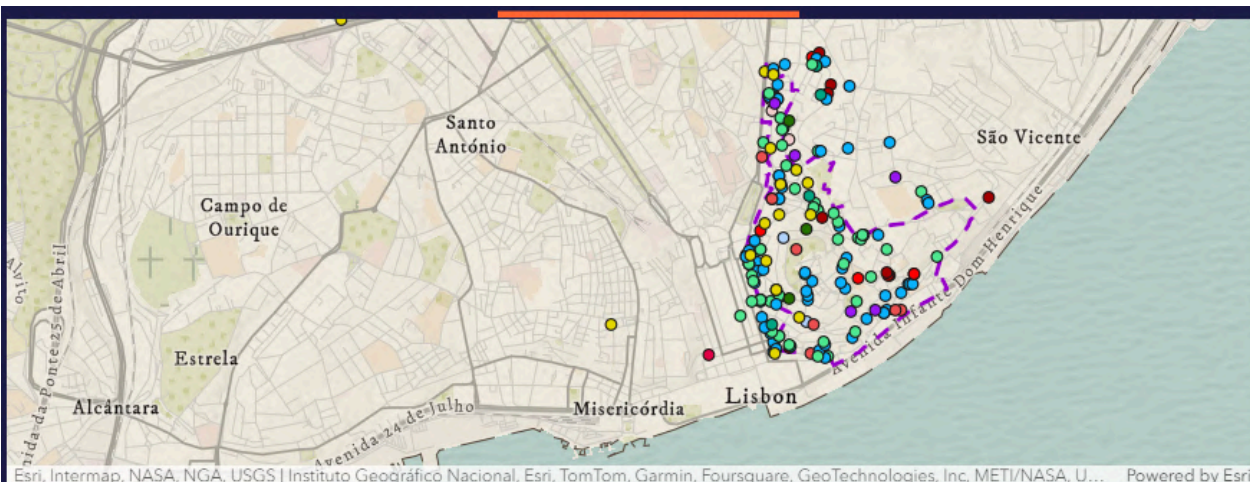
2. ACTION-LEVEL EVALUATION

2.1. ACTION 1: IGNITE THE HILL

Building an Entrepreneurship and Innovation Network in Colina do Castelo

Key metadata

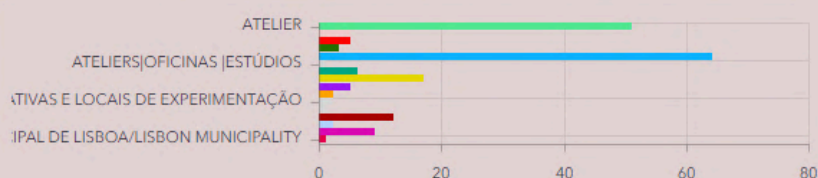
Action themes	<ul style="list-style-type: none"> Creating the ecosystem infrastructure Placemaking Data collection Co-creation and community engagement Sustainability
Action clusters	<ul style="list-style-type: none"> Cultural and Creative Industries New LifeStyles
Expected outcomes <i>(city level)</i>	Strengthened networks of entrepreneurs, businesses and communities
Expected impacts <i>(programme level)</i>	<ul style="list-style-type: none"> 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 4: cross-sector collaboration, job opportunities and skills (economic)



[Facebook](#)
[Instagram](#)
[Linkedin](#)
[tiktok](#)

TOTAL OF CRIATIVES

186



Operational results

Action 1 of the Action Plan "Ignite the Hill" aims at establishing an entrepreneurship and innovation network in Colina do Castelo by mapping projects, entrepreneurs, businesses, and spaces using the GeoTool developed within the HUB-IN Project. This action supports the creation of an innovation community through networking activities and by recognising projects aligned with HUB-IN's objectives with a dedicated Stamp of Approval.

To understand the development of Action 1 it is important to understand the context on which it was built. Lisboa's HUA, Colina do Castelo or Castle Hill, is the historical centre of Lisboa and the oldest part of the city. For the past 100 years, it has simultaneously been inhabited by different actors interacting dynamically with each other, and marked by the abandonment of traditional local communities - the population loss is more than 50% compared to the rest of the city. The pursuit of better quality of life provided by larger spaces to work and live in, coupled with better and faster accessibility, led to the vacancy in residential and commercial spaces, thus leaving behind a poorer, less literate part of the local population. This tendency of abandonment contributed to a rent decrease that opened the door to the higher percentage of foreign population in the city. The vacant buildings, together with the parallel increase in tourism as a response to the economic crisis, contributed to more accentuated social isolation as the once residential area became characterised by touristic accommodations.

In short, Castle Hill is a blend of different colours given by the contrasting cultures that live in the area, most of the time not knowing what happens next door. Nevertheless it's a pulsating, traditionally mostly residential area that's increasingly been feeling the pressure of mass tourism.

Establishing a network based on a community is a complex task with many intertwinings and dependencies. Action 1 was designed to support and be supported on the other three actions as this correlation of different approaches contributes to the definition a cohesive community, and it comprises three integrated and parallel stages:

Stage 1: Mapping

Mapping and community engagement, supported on HUB-IN's Geotool

Stage 2: Networking Events: Match & Ignite

Creation of networking events, starting with the kick-off event

Stage 3: HUB-IN Stamp

Implementation of the HUB-IN Stamp that would distinguish projects aligned with the Hub's principles

All of these activities were aimed at strengthening the local network surrounding the Creative and Cultural Industry (CCI) and other entrepreneurs to increase impact and stimulate growth.

Stage 1: Mapping

The first Mapping activities took place between June and July 2023 with the objective of giving an initial, more accurate, overview of projects, entrepreneurs, companies, and spaces in the HUA (see Figures 2 and 3). A secondary objective was to inform the local community about the HUB-IN GeoTool as an interactive way to connect.

Figure 2: first presentation of the mapping tool at Mouraria Creative Hub



As a main result, all the territory of the HUA was mapped and 186 businesses and projects related to the HUB-IN clusters were identified. From small artisans to collaborative makerspaces, all the way through makerspaces and public services. The gathered data became part of the information available in the geo-referenced platform for essential entrepreneurial information.

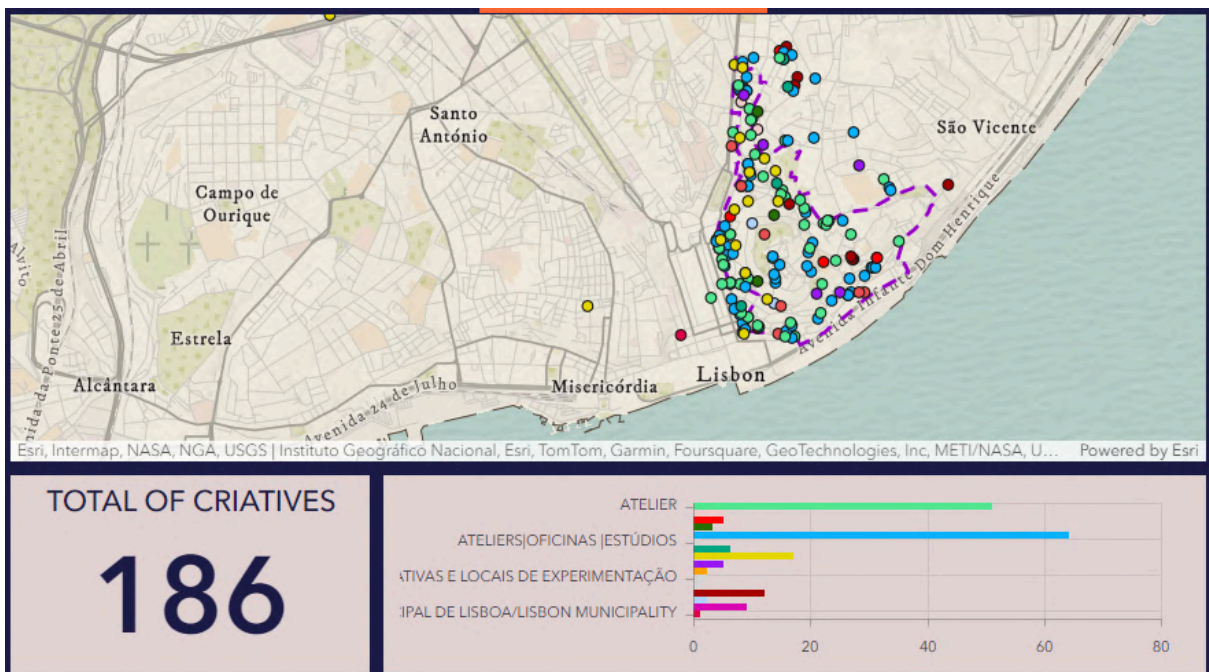


Figure 3: dashboard of the geotool showing local entrepreneurial information

In April 2024 a second round of the Mapping activities took place (see Figure 4). The objective this time was to update existing data and reinforce community relations, focusing on businesses and entrepreneurs.

Parallel to the street mapping activities several meetings took place with the local Parish Councils of Santa Maria Maior, São Vicente, and Arroios in order not just to raise awareness but also to start developing a sustainable working force that could keep the map useful and updated (see Figure 3).

Despite interest, councils could not cooperate fully due to partial territorial overlap with the pilot area and lack of resources. Nevertheless as an expected impact the twice-updated map provided valuable information and fostered relationships with local entrepreneurs giving precious insights on different aspects of the HUA and thus helping other actions, especially Actions 2 and 3.

Stage 2: Networking Events: Match & Ignite

Event: "There's a Party on Castle Hill"

The 21st of July 2023 marked the public start of the Hub with an event that was called **"There's a Party on Castle Hill"** taking advantage of the summer traditional festivities of Lisboa.

Besides starting the public engagement and activities of the HUB-IN Colina do Castelo, the event was the stage for several special activities such as the kick-off of the Acceleration program (Action 2) with the start Open Call, a presentation of the HUA Mapping based on the GeoTool and a tailored Match & Ignite workshop.



Figure 4. second brainstorm meeting on Geotool at Mouraria Creative Hub

Participation in the Match & Ignite event gathered around 40 people from different sectors of the innovation helix:



Figure 5: sectoral participation rates for the event 'There's a Party on Castle Hill'

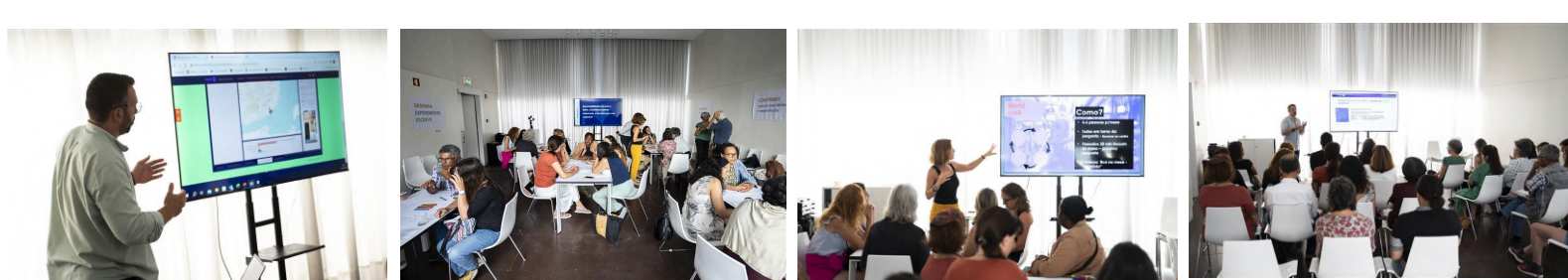


Figure 6: presentation of the Geotool at Mouraria Creative Hub

Event: Creatives Day

As part of the programme of activities to commemorate the 9th anniversary of the Mouraria Creative Hub, on the 25th of May 2024 a sub-event was created and called **the Creatives Day**. This was a way to celebrate entrepreneurship and innovation around the creative and cultural industries in the Castle Hill.

This municipal institution is a business incubator located in Colina do Castelo and, since the beginning of the HUB-IN project, has been a fundamental partner in building and joining the community of creatives in Colina do Castelo, promoting numerous events aimed at the community.

With the goal of offering the community of Colina do Castelo an event that they could relate to, a questionnaire was created for them to express their preferences regarding the activities they would like to see included in the programme, as well as additional information (see Figure 8).

About a third of participants had not heard of the Mouraria Hub, and over half had never taken part in a Mouraria Creative Hub activity, with most representing the handicrafts sector. Yet the results indicated that that activities were meeting a demand from the participants: about 60% (10 out of 17) stated direct positive interest in joining the Community of Creatives, with four as a “maybe”, and the strongest interest was in order of:

- Exhibitions and fairs: almost 3 in 4 interested (73% responding with “High” or “Very High” interest)
- Community events (networking, debates, round tables etc): about 2 in 3 interested (67% responding with “High” or “Very High” interest)
- Training (workshops, masterclasses, conferences etc): (62% responding with “High” or “Very High” interest)

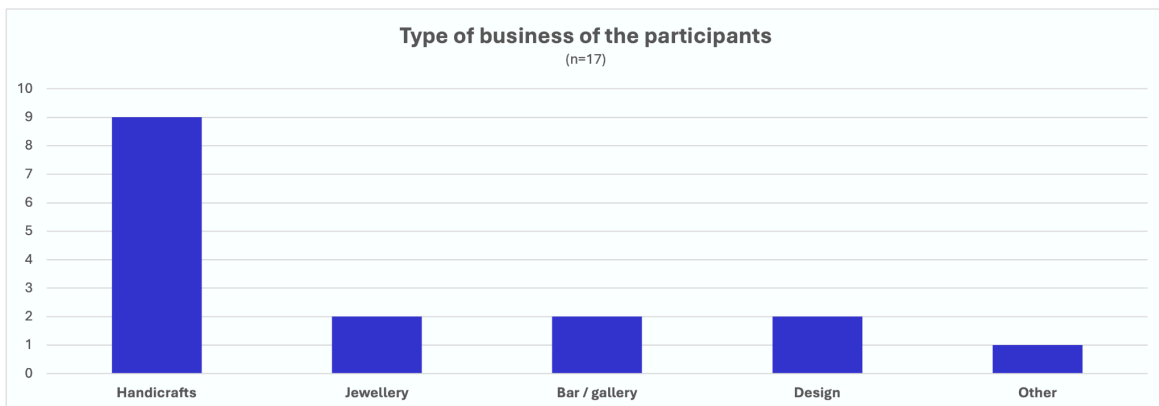


Figure 7: the types of business of participants

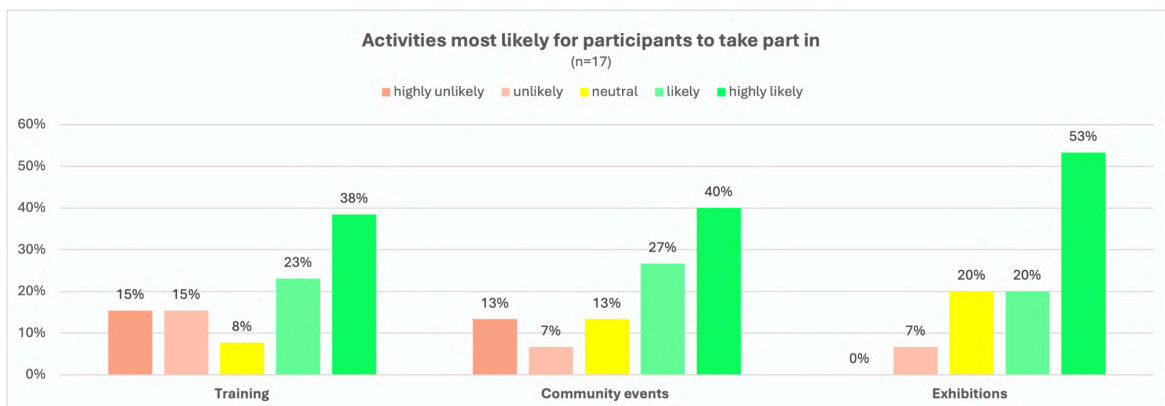


Figure 8: scores by participants on likelihood of attending future activity types

Direct commentary and feedback for the proposed activities provide insights to areas of key interest to the creatives, that the Hub can use in future iterations:

Exhibitions for:

- textile crafts
- artists' work
- community work

Training on:

- communication and marketing strategies
- taxation
- launching a micro-business
- budgeting

Community events and debates on:

- debate on the activity and legalisation of the jewellery business
- debate on the sustainability of a creative business
- connecting with the community of artisans and makers
- networking
- circular economy and local development

Stage 3: HUB-IN Stamp



As with the previous stages within Action 1, the development of HUB-IN Stamp (see Figure 7) should be the result of co-creation activities and be built upon the previous stages as well as the other actions of Lisboa's HUB Action Plan.

The various events that were created through either actions, regardless of themes, showed a participation below what was expected making this one of the biggest challenges of these actions.

This low engagement level undermined the development of the HUB-IN Stamp. This activity was designed in a bottom-up spirit to help the involvement that was already too little, both from entrepreneurs or other stakeholders.

Figure 9: the HUB-IN stamp that would distinguish projects aligned with the Hub's principles

However, the low engagement also triggered a redefinition of the Action towards a digital hub.

From all the defined and performed activities, and picking up on the positive notes, especially the manifest necessity of a networking platform, the idea of an improved digital tool started to take shape. This tool, that likely will be a web app, will offer the opportunity to access the georeferenced database (GeoTool), perceived by all consulted event participants and stakeholders as an important aspect.

It will also provide a digital platform that will stimulate the interactions among the various CCI stakeholders, and disseminate their activities and businesses to the public in general. Lastly, the included and mapped projects that were aligned with the HUB-IN principles and values would be distinguished with a HUB-IN Stamp, making them stand out in a virtual community.

Process evaluation

Based on feedback from participants, several strong highlights of the events and engagement were identified, along with opportunities for future improvement. These are categorised below by the HUB-IN Framework's "ecosystem elements" of what makes a HUB-IN place:⁴

Ecosystem Element	Highlights and areas for future improvement
Leadership	<p><i>Highlights:</i> The event was an important milestone, providing valuable insights and clear directions for future improvements.</p> <p><i>Areas for future improvement:</i> Clarifying the roles of the HUB In team, greater involvement of the communications company.</p>
Entrepreneurial culture	<p><i>Highlights:</i> The event was well received, demonstrating the interest and relevance of the project, especially with the involvement of local technicians and entrepreneurs.</p> <p><i>Areas for future improvement:</i> These entrepreneurs were found to be working alone. They don't know their peers and don't realise that being part of a network would benefit them in many ways.</p>
Networks	<p><i>Highlights</i> Interactive workshops such as 'Match & Ignite' were highlights, encouraging networking and the exchange of ideas, resulting in valuable conclusions. The event was well received, demonstrating the interest and relevance of the project, especially with the involvement of local technicians and entrepreneurs. The event was an important milestone, providing valuable insights and clear directions for future improvements</p> <p><i>Areas for future improvement:</i> Better defining the objectives and participants of the events. The participation of this group from the Colina do Castelo needs to be strengthened so that their needs are known and the network is reinforced.</p>
Urban culture	<p><i>Areas for future improvement:</i> Developing closer relationships with the community to understand their needs.</p>
Human resources	<p><i>Areas for future improvement:</i> Some of the entrepreneurs (15) who were mapped and invited were unable to attend the co-creation event because they were micro-businesses, which did not allow them to close their shop doors and attend the event.</p>

Table 1: highlights of the Action 1 event, and areas for future improvement

⁴ https://hubin-project.eu/wp-content/uploads/2023/10/HUB-IN-Framework_V1.1_Feb2023.pdf
D5.3 Evaluation Report (Lisboa)

Outcome: Strengthened networks of entrepreneurs, businesses and communities

The Action 1 "Ignite the Hill - Building an Entrepreneurship and Innovation Network in Colina do Castelo" is an early set of activities that sets the starting foundations for enabling networks: via events, connections, digital hubs, and accredited stamps. As these are co-created by the specific interests of the HUA's entrepreneurs and other local networks, they are envisioned to lead to strengthened networks, knowledge exchange and joint activities - but it is too early at this short-term stage to see the anticipated medium-term outcomes. Below, the city team evaluates the overall benefits, challenges and results to-date, based on direct feedback and wider reflection:

Overall benefits

It was recognised that the interrelationship between the four actions of the Action Plan developed the network of entrepreneurs and stakeholders on Castle Hill, enabling the identification of sectoral business areas that allow the design of specific strategies and interventions.

Overall challenges

The participation of the entrepreneurs and stakeholders of the area in the activities/events of HUB IN Lisboa Colina do Castelo is low, which requires the adoption of much more specific actions and strategies.

There are frequent changes in the technical staff of the relevant stakeholders linked to the HUB IN, which jeopardises the development of the network and involvement with the community.

The team is aware of the existence of different communities that require specific approaches.

Unexpected results

The lack of engagement of Castle Hill's stakeholders: locals, entrepreneurs, creatives and residents, hinders the development of a strong network that produces relevant information for the development of the Hub.

The team also faces stakeholder fatigue. In fact some stakeholders become disengaged, unresponsive, or less active because they are overwhelmed or overburdened by too many requests for feedback, involvement in too many initiatives, or ongoing participation in decision-making processes.

Other programmes or trends that may affect the intended outcomes

During the process of mapping and updating, the team realised that there is not one homogeneous community, but several very different groups of people. There are people who live, work or visit the area, but they don't know each other and don't recognise themselves as a community.

There are few residents and they live in isolation. Tourists stay in the area for short periods in the many local guest houses on Castle Hill.

Immigrants live in poor conditions and leave the area as soon as they find work or housing elsewhere, and don't easily interact with other cultures.

Next steps

The Digital Hub is intended as an aggregating brand for the historic centre and its communities.

The Creatives' Mural is intended to be a moment of sharing and presentation of the Digital Hub to the entire Creative Community, with the mapping carried out in the territory, where the various sectors of the creative and cultural industry existing on the Castle Hill will be represented (see Figure 10).



Figure 10: the mural for the Digital Hub web app

This activity is the evolution of the 3 activities carried out to Ignite the Hill plus the integration of two successful projects accelerated by Action 2 “De-Incubator”) and the results of the Action 3 Pop Up event that showed the importance of ceramics in Castle Hill.

It includes the development of a fully mobile optimised website to ensure accessibility and convenience for all users. The digital hub will act as a gateway for anyone interested in exploring and promoting Colina do Castelo, marking the beginning of a vibrant digital hub. This initiative thus intends to ensure that both locals and tourists can discover, appreciate, and engage with Colina do Castelo’s rich heritage and innovative spirit.

Key features of the Digital Hub

As can be seen summarised in Figure 10 above and detailed in Table 2 directly below, the Digital Tool provides a navigation system to connect users to the local HUA networks, events, and other features:

1) HIGHLIGHTS				
<ul style="list-style-type: none"> • Promote innovative projects: feature projects that align with the principles of HUB-IN, focusing on innovation, creativity, and heritage. • Specific actions and events: highlight and support actions and events that reflect the dynamic nature of Colina do Castelo 				
2) MAP				
Search Filters	Thematic Categories	New Routes	Promotion of Activities	Accessibility Information
Enable users to find projects, entrepreneurs, creatives, shops, and related businesses through an interactive map with search filters	Showcase cultural heritage sites, cultural programs, and other themed categories	Regularly introduce new thematic routes to encourage exploration and engagement with Colina do Castelo's offerings	Disseminate information about activities and events tailored to various themes, including intangible heritage and local curiosities	Use a colour system to indicate different routes' accessibility levels, ensuring inclusivity
3) EVENTS				
<ul style="list-style-type: none"> • Cultural Events: promote and encourage cultural events designed to attract and engage new audiences 				
4) HUB-IN STAMP				
<ul style="list-style-type: none"> • Highlights businesses and/or projects aligned with HUB IN principles 				
5) DATABASE				
<ul style="list-style-type: none"> • Maintain a comprehensive database of local businesses, suppliers, and geospatial information (GeoTool) 				
6) INTERACTIVE FEATURES				
7) COMMENTS & SUGGESTIONS				
<ul style="list-style-type: none"> • Provide a forum and chat space for feedback and interaction, facilitating communication between Hub-IN entrepreneurs/innovators and their target audience • A dedicated HUB-IN Stamp space for users to share their thoughts and interact with entrepreneurs and innovators associated with the HUB-IN Stamp. This forum encourages dialogue and collaboration, fostering a sense of community within the digital hub 				

Table 2: key features of the digital hub

Early signs are somewhat positive that the re-envisioned Digital Hub's features are of relevance to local creative's scaling their operations (N.B. very small sample size):

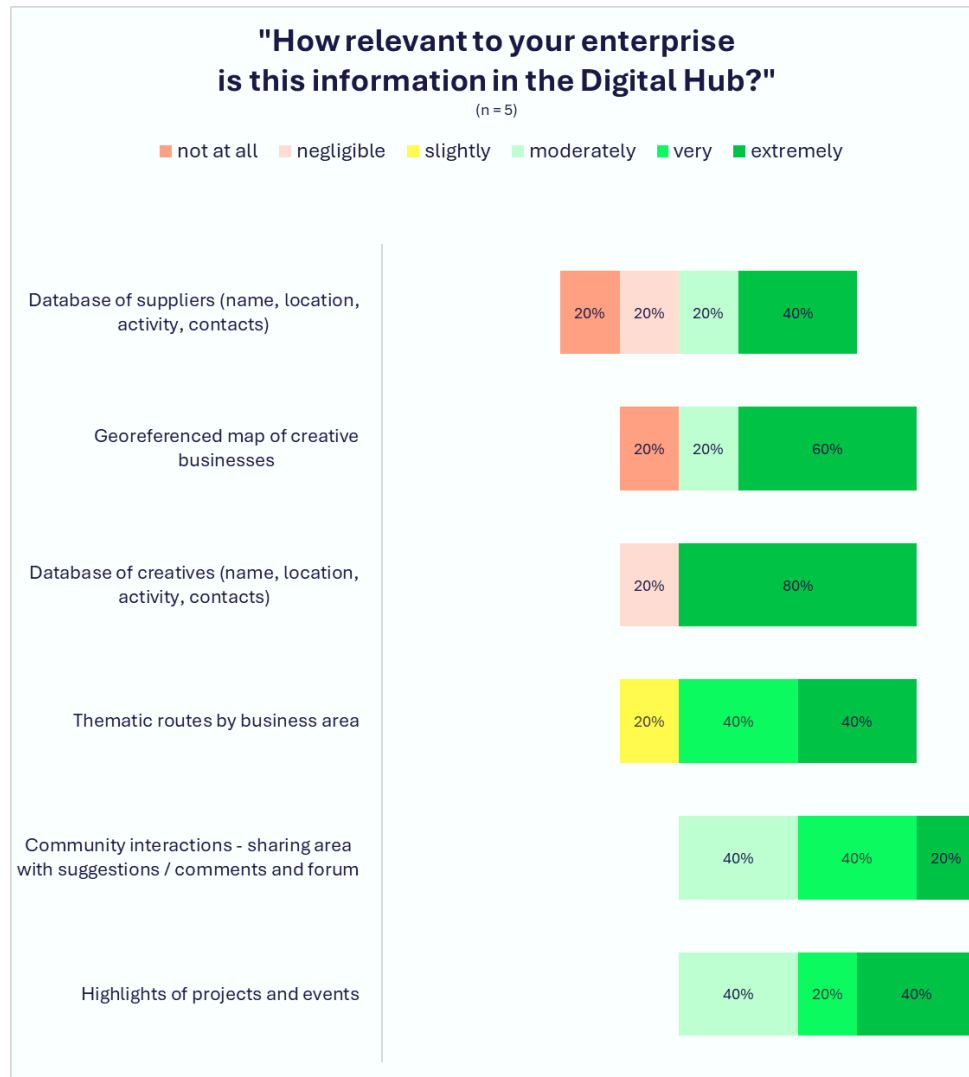


Figure 11: participant responses on which elements of the Digital Hub are most relevant to their enterprise. N.B. the aforementioned challenges with participation rates led to a sample size of 5.

Overall, the proposed features of the Digital Hub are seen as highly relevant to the local creatives consulted - out of five respondents, over 80% of votes across all assessed features scored them as either Moderately, Very or Extremely relevant. Participants were two entrepreneurs, two employed part-time and one employed full-time, and with a 3:2 split of female participants to male participants.

In particular two proposed features were scored universally highly, suggesting that there is currently a market gap in these areas, and that the platform can help to fill that gap in a way valuable to local entrepreneurs and other networks:

- *community interactions* (sharing area with suggestions / comments and forum)
- *highlights of projects and events*

The two features that had low scores ("not at all relevant") were related to foundational network information, for example:

- *the database of suppliers* (name, location, activity, contacts)
- *georeferenced map of creative businesses*

It may be worth the city team further exploring why these are not seen as important to some, and whether this is a local perception that needs addressing in order to unlock thriving local networks, or whether those respondents simply felt they already knew the local data. It is worth noting that even though some scored these features low - the majority of respondents did still score them as generally relevant ("Moderately" or "Extremely").

Further, 83% of respondents did say that they would "like to take part in networking events with the Colina do Castelo creative community again", suggesting that there is indeed a local appetite for strengthening connections.

N.B. the sample size was low (5 respondents - note the challenges detailed above in terms of participation rates), so these results can not be taken as demonstrative of the entire local HUA population of creatives, tourists, residents or other groups.

However, the feedback overall suggests that by integrating these features, the Digital Hub of Colina do Castelo could not only serve as a modern communication tool but also as a platform for promoting the area's unique cultural and historic attributes.

Respondents each scored the intended benefits on a 6-point scale according to whether they felt the benefits ranged from "None at all" to "Extraordinary". Each score was assigned points (e.g. "None at all: = 0; "Extraordinary = 5" etc) and the benefits were ranked to understand the perceived value. See Figure 12 for the results.

No single benefit was scored in the lowest two categories of "Not at all" (0 points) or "Slightly" (1 point) relevant, all were scored "Moderate" (2 points) or higher. The top five benefits reveal that of most importance to the respondents are:

- *potential for increasing visibility*, i.e. attracting new customers
- *growing skills and knowledge* from new potential connections with local crafts experts, and making such new interactions
- *improving the quality of commerce locally* (a core objective for the local HUB-IN team)
- *increasing use of local business in the supply chain*. In economic terms, when spend flows through supply chains it has a "multiplier" effect whereby additional firms can benefit from the original increase in spend, so local supply chains are strengthened then this may help to support jobs and commerce locally in the HUA.

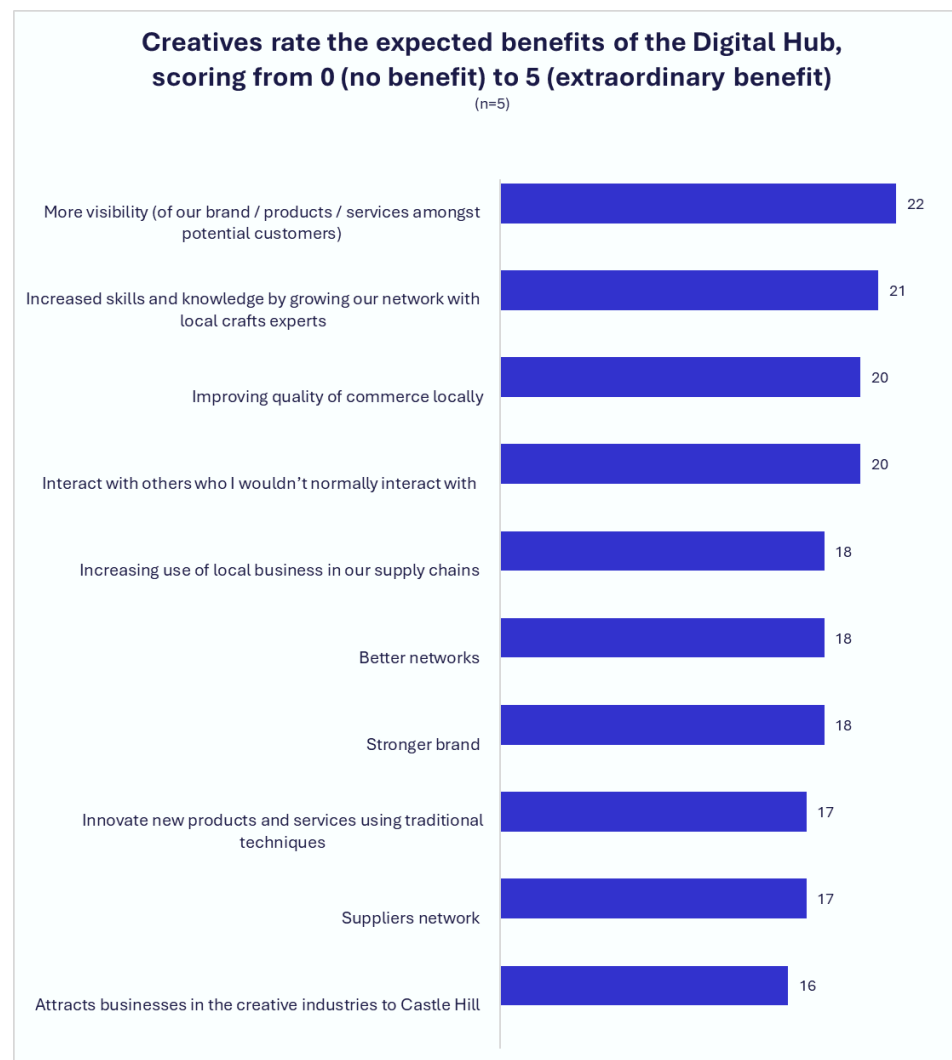


Figure 12: the expected benefits of the Digital Hub, scored by Action 1 participants on a 0-5 scale and then ranked by total score

2.2. ACTION 2: "DE-INCUBATOR"

"Decentralised and Dematerialised" Incubator for Innovative Projects

Key metadata

Action theme	Acceleration programmes/challenge calls Art and creativity
Action clusters	Cultural and Creative Industries New Lifestyles
Expected outcomes <i>(city level)</i>	Accelerated growth for incubated entrepreneurs (revenues, jobs, etc)
Expected impacts <i>(programme level)</i>	2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 4: cross-sector collaboration, job opportunities and skills (economic)



Operational results

The acceleration program for new businesses is one of the ways in which we intend to implement a positive change in the territory. With the aim of providing support for the creation and development of innovative, creative and sustainable projects to respond to the following challenges:

1. Safeguarding Intangible Cultural Heritage

How can we recover, use and transform the cultural heritage elements of these neighbourhoods, using new business concepts, new technologies and new production approaches?

2. Promoting the territory's economic and creative fabric

How can we revitalise traditional commerce and create synergies between creative industries, traditional/local commerce and tourism?

3. Sustainable tourism

How to make tourism more sustainable, based on local experiences that promote cultural heritage and create added value for local communities?

4. Environmental sustainability

How can we bring more energy efficiency and autonomy to the neighbourhood, improving the population's quality of life and reducing the carbon footprint?

5. Accessibility, Facilities and Mobility

How can we create solutions to the challenges of accessibility, mobility and the establishment of community life (sporting, cultural, etc.), which can be transformed into sustainable businesses with value for the community?

The open call was launched on 21th July, 2023 and the period for submitting applications ended on 12th November, 2023. 45 ideas/projects were received from national and international applicants, teams or individuals, at different stages of development and not always aligned with the challenges of HUB IN.

Candidates from 8 different nationalities, ranging in age from 22 to 68, with different backgrounds - student, retired, cook, ceramist, medical doctor, and more, were submitted to a bootcamp on December 8, 9 and 10 (see Figure 13).



Figure 13: bootcamp co-creation sessions

At the end of the bootcamp 7 projects emerged and moved on to the acceleration phase with a total of 21 Innovators and Entrepreneurs supported. On January 23rd 2024 there was the kick-off event for the acceleration program, providing the selected projects with the opportunity to present themselves to the mentors who guide them during the program.

The acceleration programme had 6 design principles:

1. *collaboration*
2. *integration in context*
3. *design with and not for*
4. *discover and validate*
test, create, prototype and iterate
5. *participants are the leaders of the process*
exploit: choose to continue or leave, choose mentors, share knowledge
6. *the programme adapts to the participants*

And its main goals were ALIGN and TESTING and TRAINING and VALIDATION. For that the projects could count on mentorship and community building, with ongoing support, peer mentoring and knowledge sharing experiences.

The city team built the programme in 5 stages: People, Ideas, Places, Feasibility and Viability.

People	Ideas	Places	Feasibility	Viability
We tackle topics regarding personal and team goals, agile leadership, mental health and wellbeing and stakeholder engagement	The participants had to clarify the problem, do field research, prototypes, testing and MVPs and communicate effectively	The participants understood the context and responded the real needs of the Colina do Castelo community	We address sustainable business models, strategy and value creation	Resources have been identified, as well as strategic partnerships and it was developed an action plan

According to these 5 stages, the programme was structured as follows:

Week 1	Week 2	Week 3	Week 4
Training session		Training session	
	Integration		Integration
Café of Clarity	Peer mentoring	Café of Clarity	Peer mentoring
	Mentoring / coaching	1:2:1 with teams	Mentoring / coaching

Table 3: monthly calendar of the acceleration programme (colour coding not relevant)

Approximately 300 hours of formal training and mentoring across diverse entrepreneurial topics

During the acceleration programme, which ran from January to July 2024, there were almost 100 hours of training, where participants had access to 11 workshops or lectures, 4 masterclasses and 3 inspirational talks.

Training covered a range of topics from: building partnerships, wellbeing and happiness, design testing and validation, field research, storytelling and pitch preparation, alternative financing models, developing sustainable creative business, business models.

The participants were also supported with more than 200 hours of mentoring, from a list of 33 mentors, with expertise ranging from System Thinking and Collaborative Design, Circular Economy Models, Project Management, Design Thinking and User Experience, Intellectual property, Marketing strategy, MVP and validation, to Creative Regenerative Tourism.



Figure 14: Design Testing and Validation Workshop with André Bello

Informal connection space offered deeper sharing for the entrepreneurs



The Café of Clarity (Figure 15) was conceived as a time for participants to get to know each other, share and have a virtual coffee. A moment of informal conversation to share doubts, discuss ideas, explore connections and... gossip!

Figure 15: the Café of Clarity

The De-incubator led to nine projects using local tangible and intangible heritage as the driver for entrepreneurial innovations. The products and services that were developed drew on / added to key ecosystem elements of the framework for “what makes a HUB-IN place”:⁵

Entrepreneurial culture / channels	Networks	Heritage	Physical (and digital) infrastructure
<ul style="list-style-type: none"> • physical sample boxes • online sales platforms • events • food festivals • multidisciplinary artistic residencies • physical Social Mosaic walls • ceramic workshops • community gatherings / dinners 	<ul style="list-style-type: none"> • local artisans • art collectives • residents • tourists • social curators • creative producers (cooks, tour guides, sculptors, surgeons) • people with mobility and visual impairments 	<ul style="list-style-type: none"> • food and film • ceramics • the HUA territory • stories of residents about their lives • stories of visitors • “disappearing secrets” and stories behind the names of the neighbourhood's streets 	<ul style="list-style-type: none"> • digital repository for heritage information • QR code technology • information boards • street furniture • digital sales and customer engagement platforms

Table 4: the contributions of the products / services to HUB-IN ecosystem elements

*“These events benefit the neighbourhood by creating a **platform for local talents to showcase their work and generate income**, while explorers gain a richer experience and lasting memories. Both organisers and participants benefit from a focus on core strengths and mutual promotion, creating a circular economic model.”*

Participating entrepreneur

*“**Consumers discover unique local products while supporting small businesses**. The project adds plus value to artisans with [its] tools... many different projects have opportunities to express their story.”*

Participating entrepreneur

*“The creation of this social, empathetic and innovative project was **born out of a conversation on the Colina do Castelo**.”*

Participating entrepreneur

⁵ https://hubin-project.eu/wp-content/uploads/2023/10/HUB-IN-Framework_V1.1_Feb2023.pdf
D5.3 Evaluation Report (Lisboa)



aRoundtheNeighborhood

A digital platform for exploring routes of the Intangible Cultural Heritage in Colina do Castelo - fading secrets and stories are made re-accessible in seconds, allowing people to experience the history, community and atmosphere of the neighbourhoods



Beam me up to

Experience Boxes, Gatherings and Cross-Cultural Film Feasts offer a curated taste of the neighbourhood for explorers and deeper connections than traditional tourism - plus new sales platforms and customer bases for featured artisans



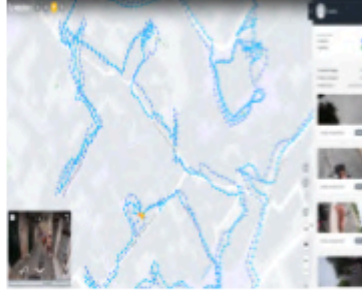
Conversational Kiosk

Ceramics workshops, interviews and community dinners that open new channels of communication and collaboration between residents and tourists - through conversations that start from different points of view on the preservation of cultural heritage for Colina do Castelo



Convidarte

A team of social curators (cook, tour guide, sculptor, surgeon) merging pieces of tiles with the lives and stories of residents and visitors, giving colour and new meanings to the Social Mosaix. Compatible tourist routes and web app to organise tours



Intermodal

A map of accessible routes, made available in open data format for people with reduced mobility - optimising routes and involving the community is a key point for inclusive living.



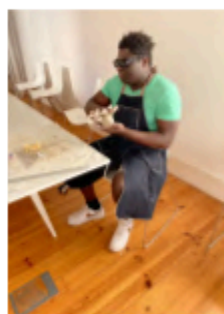
Palácio das pipocas

A service that aims to open the doors of houses in Colina do Castelo to welcome travellers who are accompanying a family member undergoing temporary hospital treatment and have nowhere to stay.



PLAY(THE)GROUND

Multidisciplinary artistic residencies bring together artists and community to create projects based on the experience of local territory and heritage (material or immaterial). Learnings are shared with knowledge and innovation centres



Unspecial Tours

A service to create conditions so that blind, special needs and mobility-impaired people can visit and experience tourist destinations and cultural heritage to the full, not as special people!

Angelina na Colina

A research project on loneliness. Observations were made and shared with colleagues (however during the accelerator programme no products or services were ideated that could respond to this problem).

Figure 16: the projects supported by the accelerator (see Appendix 4.1 for further details)

Process evaluation

21 entrepreneurs were supported across 9 final projects

21 participants at the start of the acceleration programme were grouped into seven projects. During the course of the programme, five participants dropped out and two more projects emerged by breaking up the initial seven projects.

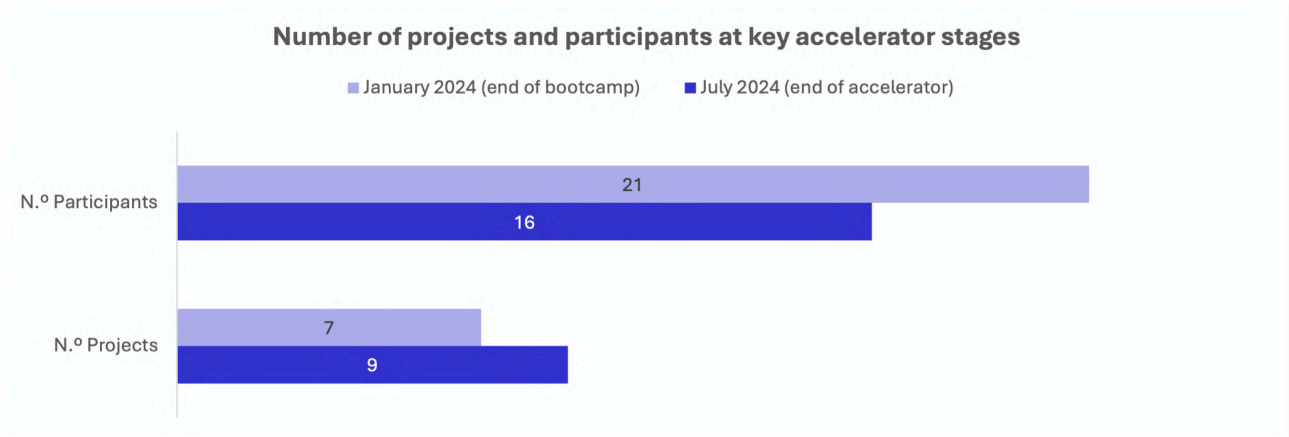
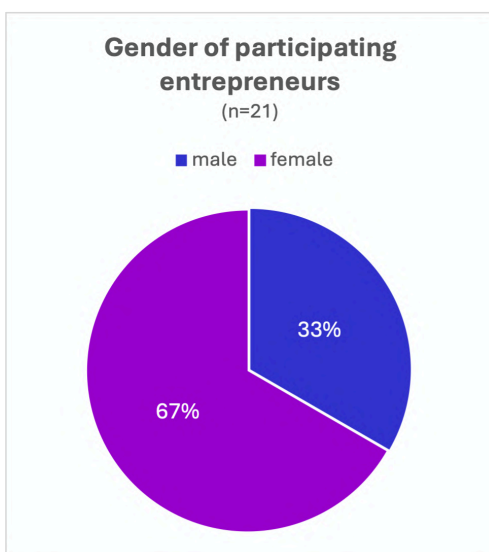


Figure 17. projects and participants at the key dates in the acceleration program

Mixed participation regarding gender and age, from age groups of 25 up to 74

A survey was delivered at the beginning of the acceleration program which served as a baseline for the monitoring process. In June another survey was conducted for monitoring the impact on the projects being accelerated. It provided quantitative and qualitative insights from the 21 innovators and entrepreneurs supported in the Acceleration programme.

Among the 21 entrepreneurs who developed their projects in the acceleration programme, 14 were female and 7 male. The most represented age groups were between 25 and 44 years old (71% total) and 5% were aged above 65 years (see Figures 18 and 19 below).



Figures 18: gender in the acceleration programme

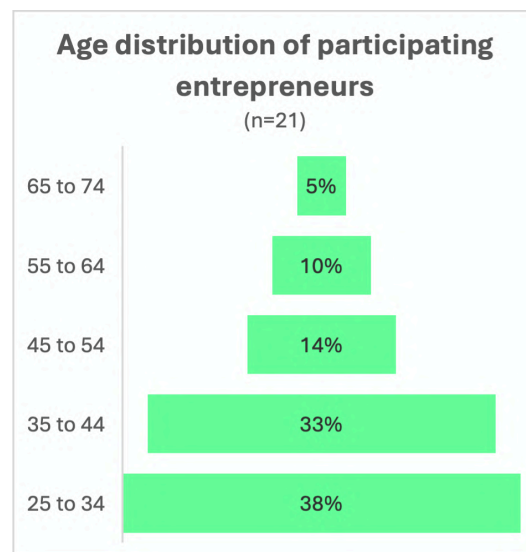


Figure 19: age distribution in the acceleration programme

Cross-cultural links broadened the networks, partnerships, experience and innovative potential

Regarding nationality, 12 of the participants are non-Portuguese (see Figure 20). This is a relevant fact, as collaboration between entrepreneurs from different cultures and backgrounds enriches the exchange of ideas and perspectives.

This mixture of cultures fosters more creative and innovative solutions, as each individual brings their unique cultural baggage and experiences and broadens the network of contacts, facilitating access to international markets, partnerships and potential clients in different regions.

In the acceleration programme, two of the participants are unemployed, which enables them to acquire new skills and experience (see Figure 21). This can facilitate their reintegration in the labour market, contributing to the local economy. Taking part in the accelerator programme has given them access to a valuable network of contacts, which could lead to future job opportunities or collaborations.

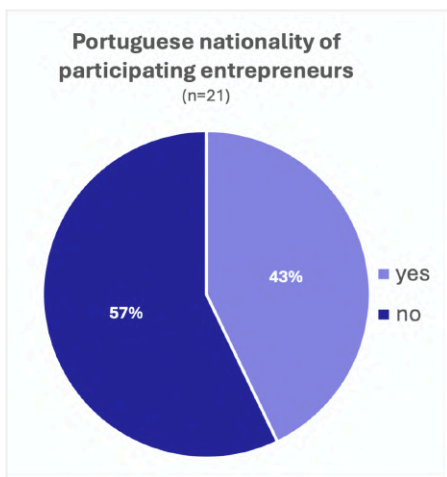


Figure 20: nationality of the acceleration programme participants

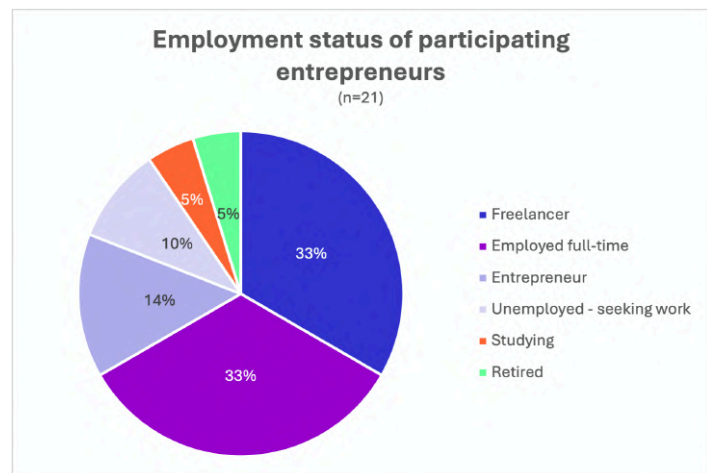


Figure 21: employment status of the acceleration programme participants

*"HUB-IN is a truly fantastic initiative for the **social innovation ecosystem** in Lisboa, and in particular, for the **community around Colina do Castelo.**"*

Mentor

Some early issues with community engagement led to a redesign in approach

The accelerator programme initially targeted the residents and workers of Colina do Castelo. The aim was to involve the community in tackling the challenges.

However, there was almost zero participation, which required a strategy change. A scouting company was hired to reach out to the entrepreneurial community. That was a success in terms of applications submitted - 45 projects, but a mismatch between the projects submitted and the existing challenges was perceived as a problem.

In order to align the projects with the challenges of the open call, the Bootcamp was not limited to a selection stage; it was 3 days of immersion focused on sharing experiences and discussing ideas with facilitators, mentors, and experienced experts. Participants were guided through intensive training sessions, full of dynamics and prototyping. To generate teams and ideas to solve critical challenges, the participants were involved on a pilot area discovery and with self discovery journey as well. With the help of expert masterclasses and networking with local stakeholders it was possible to engage in ideation exercises.

Partner projects helped to cross-fertilise and mobilise

From the seven projects (see Figure 23) that moved on to the acceleration phase, five emerged from the co-creation process, the result of the fusion and creative synergies that took place during the Bootcamp, with teams made up of members from different projects. For example, the two members of the team that won the 2023 edition of the "Students Reinventing Cities - Mouraria", which took place as part of Action 4 (Sprout Tank), were invited to take part in the Bootcamp and then teamed up with other members to create the Conversational Kiosk collective, a project that emerged from the bootcamp.

During the acceleration process, due to the fragmentation of two of the teams, two more projects emerged, leaving a total of nine projects ending the acceleration programme.

Stakeholders across the "Quadruple Helix" were core stakeholders and participants in the acceleration programme implementation and remain engaged in future plans.

Co-creation activities (such as the bootcamp) and showcasing activities (such as the kick-off and mid-term evaluation), have been well attended with strong contribution from stakeholders across sectors (see Figure 22). Challenges are noted however with community fatigue, as referenced below.

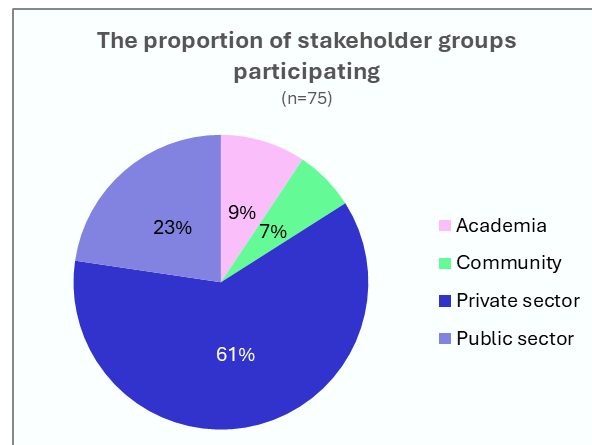


Figure 22: the proportion of stakeholder groups participating in co-creation and showcasing activities

The involvement of the non-public sector brought a range of additional expertise



The non-public sector brought a range of expertise in management, marketing, finance and operations. Their involvement as mentors was crucial, guiding the entrepreneurs and sharing practical knowledge. The community's involvement during the development of the projects was not as high as desired, with a greater contribution expected in July during Demo Day than actually occurred (Figure 23). This may therefore be an area for increasing in future iterations.

Figure 23: the number of stakeholders participating in co-creation and showcasing activities

*"Establishing contacts with some local organisations that manage the city's heritage was important for us to gain **access to these spaces**, which are the venues for the project's activities."*

Participating entrepreneur

Challenges were faced in generating engagement, and solved through a flexible approach

Integrating different perspectives required effort to align strategies and objectives. It is essential to create a collaborative environment and encourage the exchange of knowledge. The city team had initially planned to scout out innovators and entrepreneurs who mostly lived in Colina do Castelo. Although the focus remained on solutions with a social, environmental and heritage impact in the Colina do Castelo area, it was soon realised that the neighbourhoods in this area did not have the critical mass of people with the right profile to join the acceleration programme (a population that was not very entrepreneurial, was ageing or focused on traditional small businesses with little capacity to innovate).

There was therefore a need to adapt the methodology and open up the programme to entrepreneurs from other territories. In this new context, a portfolio of national and international entrepreneurs came together and worked collaboratively to respond to local needs.

“Collaborating with local artisans, storytellers, and chefs supports the local economy and ensures that our experiences are informed by those deeply rooted in the culture.”

Participating entrepreneur

Language barriers can present a challenge

One of the challenges experienced during the acceleration programme was the language issue. As the programme was very open, accepting applications from people of all nationalities, we were faced with the fact that there was a need for the programme to be bi-lingual.

Language differences can make it difficult to communicate effectively, so it was important to invest in translation and interpreting to ensure that everyone can understand each other.

Relevance of HUB-IN Clusters to the entrepreneurs’ focus areas

Projects identified across multiple HUB-IN Clusters, i.e. having main focus in one cluster but secondary focus in others.

The distribution of projects across the 3 Clusters is almost homogeneous, although there is a greater representation of Cluster 1: Culture and Creative Industries and Cluster 3: Resilient & Human Connected Places (see Figure 24).

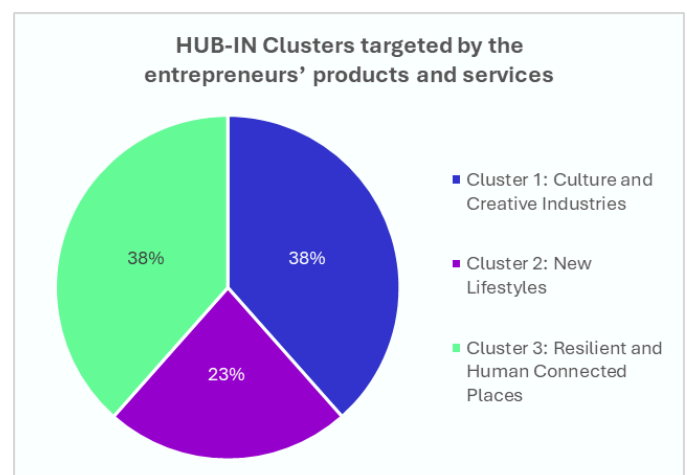


Figure 24: HUB-IN Clusters targeted by the entrepreneurs’ products and services (projects can target more than one Cluster)

The accelerator led to a clear change in the projects' development stage

A large majority of the projects moved from the early ideation stage (71%) at the start of the programme to a tested prototype at the end (67%). The fragmentation of two of the teams, and the emergence of two more projects at the end of the acceleration programme, explains the existence of two projects that are still in the ideation stage at the time of this report.

"By testing the tour in Colina do Castelo (Mouraria), it was possible to realise the limitations of accessibility in a more concrete way for people with disabilities (in particular blind people) and how much needs to be done."

Participating entrepreneur

In total, 12 products or services came out of the acceleration programme.

Only the Angelina na Colina project, which emerged from the division of another project, does not foresee the creation of any products or services in the near future - as the project came about in the final phase of the Accelerator programme, there was not enough time to create a product (see Figure 25 below).

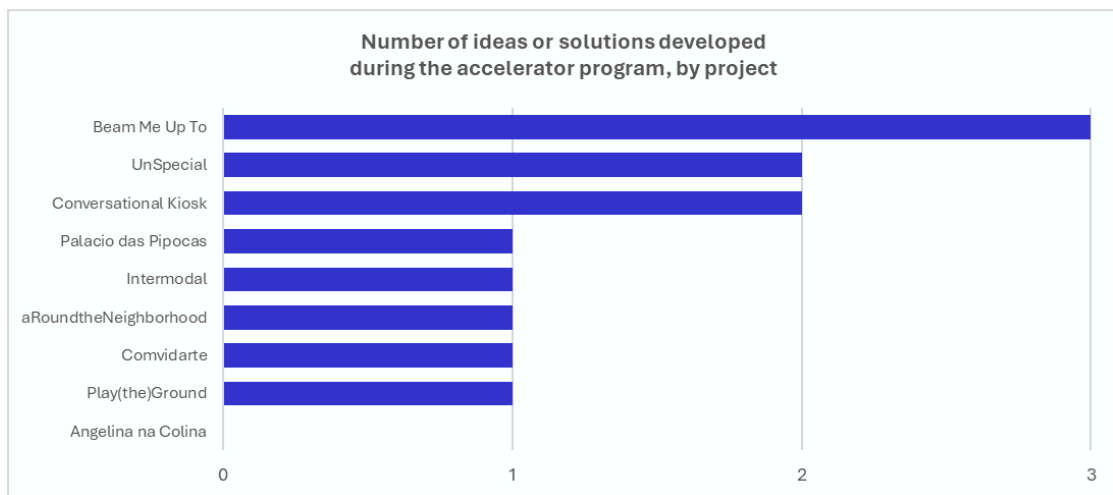


Figure 25: the number of ideas or solutions developed during the accelerator program

Outcome: Accelerated growth for incubated entrepreneurs
Skills in heritage-based innovation, business and participative design

In general, a positive shift can be seen in participants' perceptions of their skills in heritage-based innovation, business skills and participative design. See Figure 26 which compares pre- and post- scores based on a rating of 1 (very low) to 5 (very high). Seven did not respond.

The presence of low scores in all skills before coaching validates the programme design to some extent, i.e. that these were indeed relevant skills to provide mentoring and coaching for the entrepreneurs.

The highest growth can be seen in "entrepreneurship and innovation that is environmentally sustainable" - despite over half scoring themselves "mid", "low" or "very low" before support, the entire 100% score themselves "high" or "very high" after support. This may suggest that environmentally sustainable innovation is (now) at least a partial skill set in the supported entrepreneurs, equipping them to support HUB-IN's Cluster of "Resilient and Human-Connected Places".

Two other skills shifted positively to having no low scores at all after the support (despite beginning with "low" or "very low"), and both are highly relevant to HUB-IN's missions on participative design and heritage-driven innovation:

- Co-creation with local communities
- Entrepreneurship and innovation that preserves or exploits cultural heritage. During the acceleration programme, the pillars of sustainability and cultural heritage were present in all the activities.

Out of all 7 skills targeted, only one appears to not have had clear improvements - "prototyping and testing" saw a slight broadening of those who rated their skills as "mid", and this may be worth exploring further for future accelerators. It was noted that there was some resistance on the part of all the participants to "getting their hands dirty" and prototyping and testing their ideas, and the results are representative of that - some came with the idea that prototyping was somewhat easy, but when they were urged to do it, they discovered the difficulties.

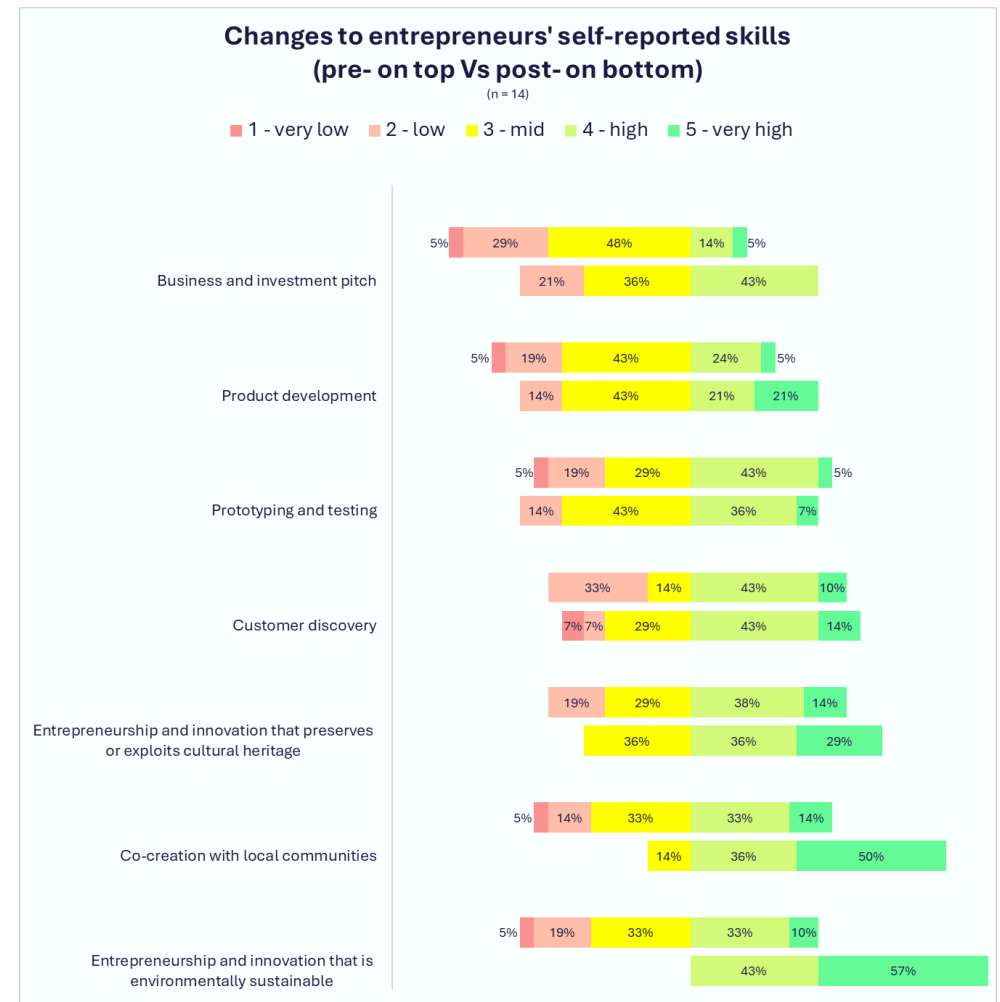


Figure 26: changes to entrepreneurs' self-reported skills, based on pre- and post- surveys

Outcome: Accelerated growth for incubated entrepreneurs

Networking and skills to improve quality of commerce for local communities

The scoring of benefits by entrepreneurs aligns with the intended programme design. Of the various topics covered in the acceleration programme, the ones considered by the entrepreneurs to have brought the most benefits to them were the activities that focus on understanding the end users, access to new locations for projects or prototypes, access to partnerships and new ways of working.

In fact, there was a strong focus on these issues: user-orientated solutions, the importance of experimentation and validation, the creation of partnerships and the implementation of co-creation processes, and this approach was considered an asset for the participants (Figure 27).

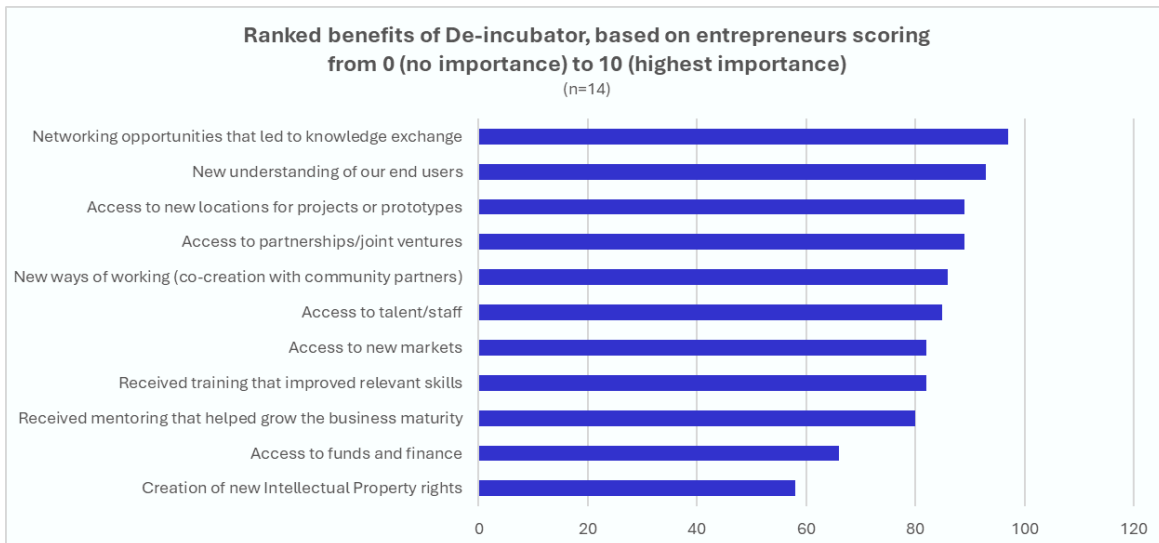


Figure 27: benefits obtained from the acceleration programme in order of importance, based on entrepreneurs assigning 1-10 scores to each (0 = no importance, 10 = most importance)

*"The programme enabled us to **establish contacts** and partnerships, to get to know new spaces for the activities we carry out and projects we want to pursue. Some of the training sessions were important, and the **sharing of knowledge** between other teams was one of the programme's strengths."*

Participating entrepreneur

*"The acceleration programme allowed me to **understand how to build a project** from scratch and all the implications necessary to make it a reality. My knowledge of entrepreneurship was practically nil."*

Participating entrepreneur

*"It was a participation that we consider to have been **very successful**. From the first bootcamp to the testing phase."*

Participating entrepreneur

*"During the acceleration programme we were able to **strengthen local partnerships**. These partnerships enabled us to draw up an application for DGARTES funding in 2025, with the project's sustainability in mind."*

Participating entrepreneur

Outcome: Accelerated growth for incubated entrepreneurs

Jobs, revenues, exports etc

The accelerator focussed on small and solo entrepreneurs innovating products and services at an early state of maturity, and so as expected the pre- and post- accelerator surveys revealed that is it too early for any detectable uplift in revenues or jobs supported. The city has surveys that can be repeated annually with the entrepreneurs in order to track any evolution over time.

Additional “co-benefit” outcomes:
Increased preservation and exploitation of cultural assets

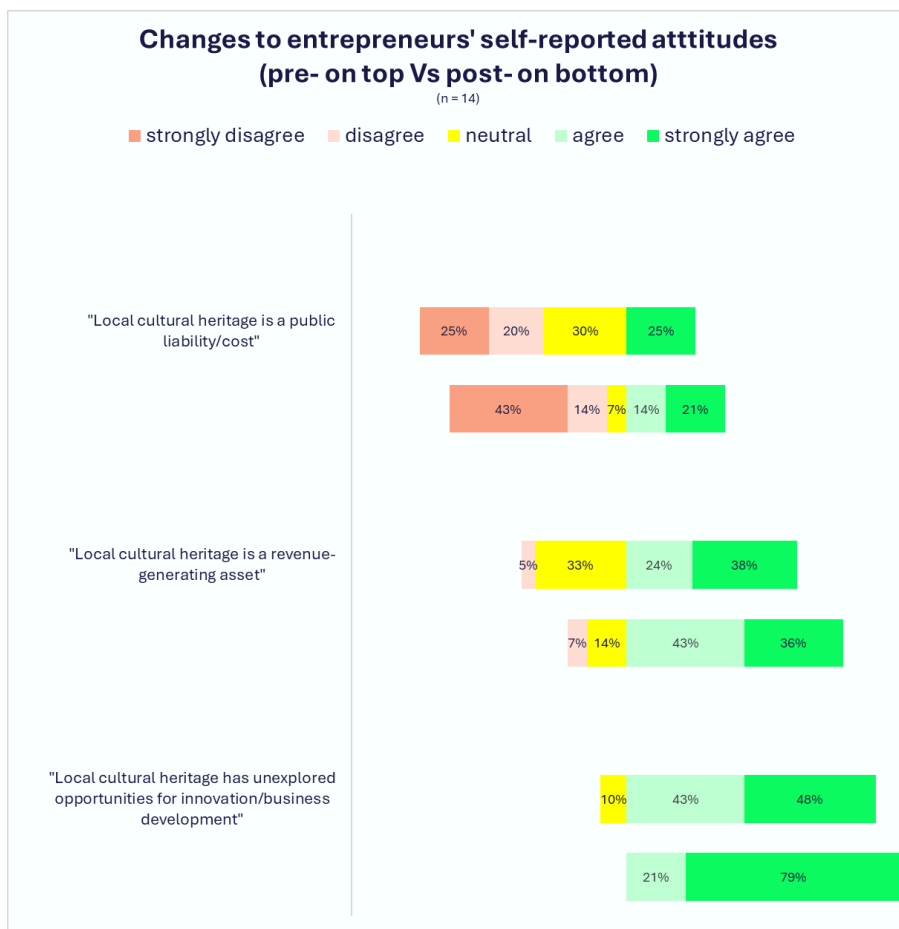


Figure 28: changes to entrepreneurs' self-reported attitudes regarding cultural heritage as a sustainable driver of innovation, based on pre- and post-accelerator surveys

In general, a positive shift can be seen in participants perceiving the revival of the cultural heritage as a future asset to regeneration, and the intrinsic cultural heritage of the Colina do Castelo valued as a catalyst for an entrepreneurial and attractive HUA - see Figure 28 which compares pre- and post- scores by the entrepreneurs on their core attitudes regarding heritage as an asset. These attitudes can be understood as partial contributors to heritage continuing to underpin innovation post-HUB-IN.

Several attitudes were tested with entrepreneurs before and after their participation in the De-incubator:

- *"Local cultural heritage is a public liability"*: 45% either disagreed or strongly disagreed before the accelerator, compared to 57% either disagreed or strongly disagreed after the accelerator - i.e. the accelerator changed some minds from the view that culture requires public subsidy. However, there are also some who still agree or strongly agree that it is a public liability by the end of the support. This is in line with a challenge discovered that communities are somewhat fatigued from external projects that only last as long as public funding is available and then disappear without major results. It could therefore be insightful to conduct a follow-up study in a future year(s) to see if the entrepreneurs have attained commercial sustainability without public funding, and how that affects attitudes.
- *"Local cultural heritage is a revenue generating asset"*: this attitude shows an overall positive shift between the pre- and post- survey. Prior to support, about 2/3^{ths} of entrepreneurs (62%) agreed with this statement, growing to 3/4^{ths} of entrepreneurs (77%) after the support. A minority still disagree.
- *"Local cultural heritage has unexplored opportunities for innovation / business development"*: this idea gained the clearest traction, and is reinforced by the fact that the use of cultural heritage in future projects or products is one of the main assets that the entrepreneurs plan to use after the end of the acceleration programme.

Feedback direct from the entrepreneurs supports the scores above, suggesting a general increased appreciation for cultural heritage having a key place in social innovations, and ability to attract interest and support, despite some remaining challenges on obtaining funding::

*"Local **cultural heritage was vital to our project**, as the primary objective was to safeguard intangible cultural heritage."*

Participating entrepreneur

*"The local cultural **heritage is an intrinsic part of the community we are working with** and it is our aim to preserve this heritage by establishing a channel of communication between residents and tourists that allows for **conscious tourism** and, at the same time, continuous and productive collaboration between residents and visitors, who are ultimately the main players in the day-to-day life of these neighbourhoods, their evolution and transformation. **If this evolution is carried out consciously, in constant collaboration and dialogue, the cultural heritage will be preserved.**"*

Participating entrepreneur

*"Our project is based on the local experience through its local cultural heritage, so I can say that **our project and the local cultural heritage have a synergistic relationship.**"*

Participating entrepreneur

*"The local cultural **heritage gives the project a unique identity**, differentiating it from other similar projects. **This uniqueness can attract interest** and support from the local community and local institutions. Including elements of cultural heritage can help preserve and valorise local traditions, practices and knowledge. This promotes a sense of pride and cultural continuity, through, for example, the development of a platform that documents and disseminates local stories and legends and contributes to the preservation of the community's oral heritage (which is what we sought to do with our project). "*

Participating entrepreneur

*"Projects that aim to incorporate cultural heritage can face challenges in balancing innovation with sustainable practices that don't harm the environment or the culture itself. Maintaining authenticity. Obtaining funding for projects that incorporate cultural heritage can be challenging, especially if the economic benefits are not immediately apparent. In short, local cultural heritage, when integrated into innovation projects, can significantly enrich the value and relevance of those projects. However, **it is crucial to approach innovation with sensitivity and respect for the traditions** and communities involved, ensuring that cultural preservation and enhancement are at the centre of the initiative. Balancing opportunities and challenges is essential for the sustainable success of such endeavours."*

Participating entrepreneur

Additional “co-benefit” outcomes:

Increased community engagement in addressing HUA issues

The involvement of the community by the accelerated projects was one of the crucial aspects of the acceleration programme. The accelerated projects established a relationship with the territory and the community in different ways, such as:

- *involving local businesses as suppliers* of the products in the "Colina do Castelo Experience Box"
- *the creation of a community* that brings together residents and tourists at the Conversational Kiosk
- *by bringing artists and the community together* to create projects based on experiences in the area, in the case of Play(the)Ground
- *the collection of life stories from residents and visitors* co-creating through art, works that mirror these same experiences, in the Convidarte project
- *collecting testimonies* from residents and intangible heritage in the aRoundtheNeighbourhood project

*"There was a possibility to connect with local residents and representatives of local institutions within Colina do Castelo; moreover **the programme resulted in connecting with local entrepreneurs** who also took part in the programme."*

*"The local cultural heritage is very important in our project and I do strongly believe that it creates a core value for any change happening in the neighbourhood; with creating a **communication channel between the residents and the visitors** we try to facilitate more sustainable tourism."*

*"I met APPA, CineAfama, Renevour Mouraria, food temple and more **individuals who had inspired and also made this project alive.**"*

*"**We created ties** with the Santa Maria Maior council, as well as with **local businesses** and the CIM."*

Participating entrepreneurs

Although crucial, the community involvement has been a challenge for all the projects, as there is a strong mistrust. This is a territory that has been the target of several projects to integrate the migrant community and regenerate the social fabric, many of them carried out by non-profit organisations and using subsidies from various state institutions. These projects end up not continuing because the grants are not constant. So the community is reluctant to get involved in yet another project that they feel will not continue.

To mitigate this in the future, there was a strong focus on the financial sustainability of accelerated projects, in order to reduce their dependence on public funding.

*"[We faced] challenges with how to work with or **overcome suspicion, anger / frustration** of residents."*

Participating entrepreneur

Additional “co-benefit” outcomes:
Increased preservation and exploitation of cultural assets

The accelerator has encouraged some new behaviours regarding heritage-based innovation and the HUA: over 80% of the entrepreneurs indicate they plan to use cultural heritage in future projects or products, and just under 80% plan to form business partnerships with organisations they’ve met through the process.

There is no strong intention however to locate the main business operations in the Colina do Castelo, but the programme is understood to have successes in supporting business partnerships and quality of commerce for local communities, by increasing business operations in the Colina do Castelo and prototyping new projects or products in the Colina do Castelo (see Figures 29 and 30). Further, it is understood that the projects by their nature don’t need to have a physical space on Colina do Castelo, so their headquarters could be elsewhere where the rents are more affordable, and they could be implemented in other areas of the city.

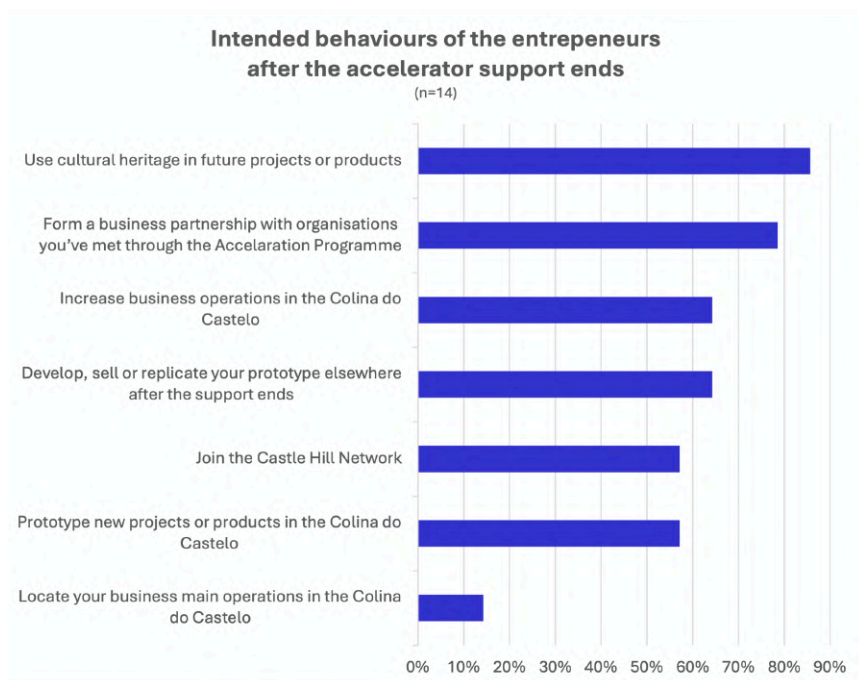


Figure 29: intended behaviours of the entrepreneurs after the accelerator support ends, all entrepreneurs participating could tick all that apply

“We developed a solid team of four highly committed, knowledgeable, skilled, harmonious co-creative partners.”

Participating entrepreneur

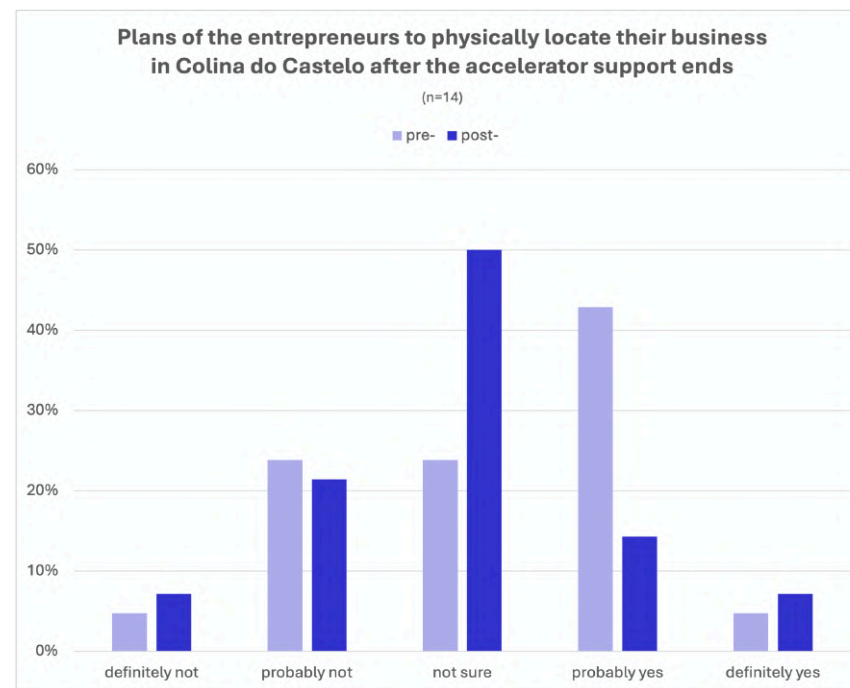


Figure 30: plans of the entrepreneurs to locate their business in the Colina do Castelo

“It was a challenge that allowed us to immerse ourselves in unknown territory.”

Participating entrepreneur

Final testimony from one of the acceleration programme entrepreneurs

"My participation in the HUB-IN Lisbon programme was quite unexpected. Initially, I didn't have much idea or expectation of what the experience would be like. Since the bootcamp I realised that the journey was going to be unexpected, which is a huge plus for me.

*At the bootcamp I started by deconstructing my original idea to create something new with three strangers. In itself, this experience was **incredible and highly empowering**. As a team we overcame very challenging moments of constructing and deconstructing ideas, concepts and even boundaries. I would say that throughout the programme we **tested many limits as a team**.*

*The **support was absolutely exemplary**, we never felt alone and we always received support and feedback for the smooth progression of the project. In the most challenging moments, we were given the **opportunity to reflect and find a new path**, to rethink and rethink concepts and paths, always well supported by highly interesting, qualified mentors who were enthusiastic about our ideas.*

*I must stress the **extraordinary quality** of all the people who accompanied us throughout the programme. Two other points that I consider to be very positive were, on the one hand, the very flexible structure that allows each project to develop at its own pace, responding to completely different challenges and, on the other, the existence of strategically planned workshops according to the necessary stages of the projects' maturation, that **allowed us to acquire a rhythm and confidence** that helped us take the project to the stage we wanted to be at.*

I really enjoyed the experience. It was something completely new for me! As they say, there's no love like the first... I don't know if I'll take part in other programmes in the future, but I'm sure this one will be unforgettable! My heartfelt thanks to everyone who gave us this experience and my admiration for the incredible organisational work and support offered to all the participants!"



Next steps

The city team intends to develop another annual initiative to promote innovation in the city of Lisboa, divided into two editions throughout the year, bringing together a different number of stakeholders with the aim of generating new ideas applicable to concrete needs in the city.

- Challenge areas:*
Each sub-programme will address a specific vertical and a set of challenges. The first edition will take place between September and December 2024, and will address the themes of circularity within the framework of the food waste and food chain.
- Purpose:*
The central purpose is to foster a creative process of new ideas originating in academia with potential practical applicability. The aim is to attract the support of students (essentially master's degree students) at universities in each of the verticals we are going to address, from companies that make up the city's business fabric, third sector organisations that bring specific know-how and a set of mentors and facilitators to help make the programme more dynamic.
- Outputs:*
One of the main and critical aspects of this programme is to enable participants to materialise and make their ideas tangible through an enriching experience in the Fablab as a means of doing so.
- Outcomes:*
In addition to those materialised ideas driving circularity within food waste and food chains, it is also intended that, through a process of valuing ideas and projects, students will enrich their experience with different stakeholders (including companies) and that through this journey we can retain talent, inspire young people to work with Lisboa organisations and create added value with purpose and impact.

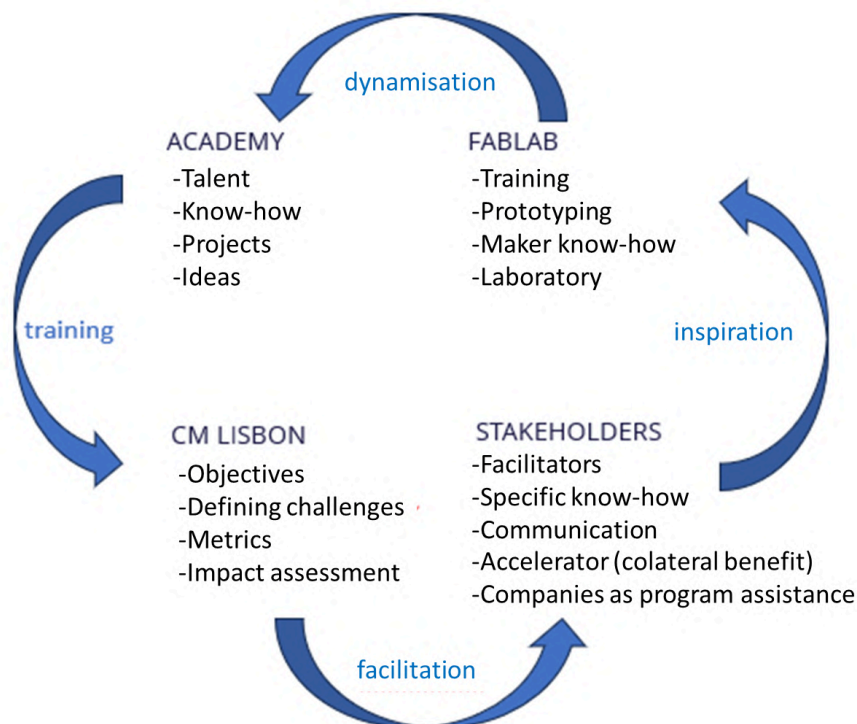


Figure 31: diagram of HUB-IN Lisboa's intended ecosystem for the annual initiative

2.3. ACTION 3: COLINA DO CASTELO POP UP SPACE

A Multifunctional Space for Lisboa's Creative & Sustainable Urban Regeneration Solution

Key metadata

Action theme	Placemaking Co-creation and community engagement Sustainability
Action clusters	Cultural and Creative Industries New Lifestyles Resilient and Human Connected Places
Expected outcomes <i>(city level)</i>	Increased preservation and exploitation of cultural assets
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 3: boosting heritage-relevant innovation in HUA's and cultural landscapes (environmental)



Operational results

Last April, the Mouraria Creative Hub hosted the Pop Up event under the title "There is Ceramics in Castle Hill", an initiative aimed at celebrating the important ceramic tradition that characterises the historic urban area of Lisboa.

During the event, participants enjoyed a variety of activities, from **lectures covering the history of local ceramics to practical workshops**, where they could get their hands dirty and create their own works of art, guided by local master ceramists.

Additionally, the event featured an **exhibition of ceramic pieces**, showcasing a diversity of styles, techniques, and artistic expressions.

Visitors to the event were also **able to purchase the author's ceramics**, which are of excellent artistic quality.

People enjoyed the event so much that they shared enthusiastic feedback and suggestions for new editions, thus demonstrating the relevance of the initiative in promoting this cultural heritage aspect of Castle Hill.

POP UP IN NUMBERS



SATURDAY 13th

EXHIBITION AND SALE OF DESIGNER CERAMICS
10h00-18h00

WORKSHOPS
Prehistoric ceramics workshop organised by ARQA
10h00-11h30
Lucernas ceramics workshop organised by CAL
14h30-15h45

CULTURAL PEDDY PAPER
10h00-17h00

TALKS ON THE HISTORY OF CERAMICS AND POTTERY ON COLINA DO CASTELO
11h45-13h00
Theme 1: "Ceramic materials" - Professor Elsa Figueiredo
Theme 2: "Pottery production in Mouraria (Largo das Olarias)" - Dr Anabela Novais de Castro

16h00-17h15
Theme 1: "The production of amphorae in the Tagus Valley" - Dr Vítor Filipe
Theme 2: "Lisbon earthenware: from the local to the global (16th-18th centuries)" - Professor Tânia Manuel Casimiro

Figure 32: example itinerary and outputs for the Pop Up Programme

Lectures/presentations by academic speakers:

- *"Ceramic materials"*
Presentation of a study on the different types of materials used by ceramists over time. It is a research project in the area of alternative firing that explores the introduction of other materials as well as earthen architecture.
- *"Pottery production in the Mouraria neighbourhood (Olarias quarter)"*
Presentation of a study on the ceramic pieces and vases found in the context of pottery production during the excavations in the neighbouring streets of the Mouraria Creative Hub, as well as their contribution to the history of Lisboa's cultural and historical heritage.
- *"Lisboa earthenware: from the local to the global (16th-18th centuries)"*
Presentation of an investigation into the presence of Portuguese ceramic pieces around the world.
- *"Amphora production in the Tagus Valley"*
Presentation of the study of the Roman economy in the west of the Iberian Peninsula and the commercial relations of this region with the rest of the Roman world, particularly with the Mediterranean basin.

"I enjoyed the Talk where he talked about the history of ceramics and pottery in the area and I learned a lot."

Participant in the Peddy paper activity and talks

Peddy Paper walking route

Walking along a predetermined route around Castle Hill, the Peddy Paper participants had the opportunity to visit the various ceramic shops and workshops in the area. The activity culminated in the construction of a ceramic piece using the parts they had collected, whilst answering various questions on the subject.



Figure 33: locals engaged in the ceramic workshop

*"I really enjoyed the Peddy paper because I **discovered things in Mouraria that I didn't know about**, they are all **spectacular**... I discovered that there is a cluster of **tile and ceramics** shops... very nice!"*

Participant in the Peddy paper activity and talks

Workshops on heritage and techniques

Two based on the historic heritage of the HUA:

- Prehistoric ceramics
- Lucernas pottery (a Roman lamp)

Two based on actual technologies / approaches:

- Ceramics: construction and deconstruction
- Dry rope ceramics



Figure 32: ceramics Workshops



Figure 35: sales of the work of Ceramists of the Castle Hill

<ol style="list-style-type: none"> 1 Amasso Cerâmica Mercado de Santa Clara, Loja 21, 1100-472 Lisboa 2 Ana Marta Cerâmica Rua Washington 11, 1170-391 Lisboa 3 Anabela Cardoso Azulejaria Calçada de São Vicente 66, 1100-608 Lisboa 4 Atelier Joana Simão Largo dos Trigueiros 16B, 1100-528 Lisboa 5 Cassiano atelier Rua Maria 49A, 1170-217 Lisboa 6 Caulino Cerâmica Rua de S. Mamede ao Caldas 28, 1100-535 Lisboa 7 Elizabeth Silva & Dina Nunes Calçadinha da Figueira 23, 1100-411 Lisboa 8 Cerâmica S. Vicente Rua de São Vicente 31, 1100-572 Lisboa 9 Curva Atelier Rua António Maria Baptista 14A, 1170-302 Lisboa 	<ol style="list-style-type: none"> 10 House of Haeg Rua Damasceno Monteiro 75A, 1170-110 Lisboa 11 Ma-Bô Rua de São Vicente 14D, 1100-574 Lisboa 12 Maria Caetana Cerâmicas Calçada de Santo André 91, 1100-496 Lisboa 13 Oficina 42A Rua de Guilherme Braga 42A, 1100-411 Lisboa 14 Porta 16 Rua de São Vicente 28, 1100-491 Lisboa 15 Studiofango Largo dos Trigueiros 16A, 1100-611 Lisboa 16 Úrsula Cerâmica Rua Castelo Branco Saraiva 18B, 1170-082 Lisboa 17 XVIII Largo de Santa Luzia nº9, 1100-411 Lisboa
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HUB-IN

Mais informações:
<https://hubin-project.eu>
<https://www.lisboa.pt/hub-in>

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Funded by the Horizon 2020 Framework
Programme of the European Union

CERÂMICA ABRIL 2024

HUB-IN
 COLINA
 DO CASTELO

“HÁ CERÂMICA NA COLINA DO CASTELO!”

Nos bairros da Colina do Castelo, em Lisboa, respira-se a tradição e excelência da olaria e cerâmica portuguesas. Com uma história rica e ancestral, estes bairros abrigam ateliês e estúdios de ceramistas e oleiros dedicados a preservar e, em simultâneo, a inovar nessas artes milenares.

A Câmara Municipal de Lisboa, através do Projeto europeu HubIn vem dar a conhecer marcas, empresas e criativos com o objetivo de revelar a história e a atualidade da cerâmica na Colina do Castelo, criando uma conexão mais forte entre o público e os ceramistas e impulsionando a economia local.

Os visitantes, ao passear pelas ruas da colina do castelo, são convidados a explorar ateliês e lojas que refletem a diversidade e a qualidade da produção artesanal destes bairros, podendo testemunhar o processo criativo e adquirir peças genuínas, contribuindo para a perpetuação de uma tradição tão enraizada na cultura portuguesa.

OS CERAMISTAS

Os ceramistas na Colina do Castelo são guardiões de uma tradição milenar que remonta a tempos ancestrais. As suas mãos habilidosas moldam o barro e outros materiais com destreza, dando vida a peças de cerâmica que contam histórias antigas e carregam consigo a essência da cultura.

Ao passear pelos ateliês da Colina do Castelo encontram-se ceramistas vindos de diversas partes do mundo, trazendo consigo influências e estilos únicos. A presença de ceramistas de diferentes nacionalidades acrescenta uma dimensão multicultural ao cenário cerâmico local.

Cada ceramista na Colina do Castelo é único na sua arte, dominando técnicas transmitidas de geração em geração. Cada passo do processo revela o cuidado e o talento destes profissionais, refletindo a identidade única desta comunidade. São os herdeiros de um legado precioso, onde a cerâmica não é apenas uma forma de arte, mas uma manifestação da identidade e do património cultural enraizados nesta região.

HUB-IN

O HUB-IN é um projeto europeu que tem por objetivo promover a regeneração urbana em áreas históricas através da inovação e do empreendedorismo. A preservação do património cultural (material e imaterial) destas áreas históricas urbanas constitui a base dos processos de inovação que se estão a fomentar e desenvolver.

Lisboa é uma das cidades piloto e o HUB-IN Lisboa - Colina do Castelo é um dos oito Hubs de Inovação e empreendedorismo que estão a ser desenvolvidos no âmbito do projeto. A Câmara Municipal de Lisboa, através da sua Direção Municipal de Economia e Inovação, e a Lisboa E-Nova partilham a coordenação deste Hub que tem como visão ser um motor de transformação para a sustentabilidade e bem-estar das comunidades, através da partilha e convergência de inovação e tradições.

Figure 36: Castle Hill Ceramics flyer that was handed out for Peddy paper



Figure 37: exhibition of an author's pieces

The outputs included:

- Artistic components that preserve the memory, identity and heritage of HUA,
- Activities capable of attracting new skills and businesses
- The nature of the activities (free hands-on activities) to attract new creatives and innovators from outside the area to become aware of the opportunities that HUA can offer to start or improve businesses
- Events that promote the transfer of knowledge by and for the community with the intended outcome of increased preservation and use of cultural assets.

Process evaluation

Mobilising artisan interest for Pop Ups

The strong ceramics influence in the HUA suggests likely support for ceramic actions

The strong presence of ceramists, with 30 out of 186 creatives, highlights the prominence of ceramic arts in Castle Hill, constituting a significant and influential sector within the local creative community. This concentration suggests a robust tradition and likely support for ceramic arts in the area.

Experts with specialist knowledge can help to increase participation rates

Considering the number of entrepreneurs and businesses dedicated to the ceramics sector, there is room to increase the number of participants in the events and activities promoted by HUB-IN Lisboa Colina do Castelo, as well as the opportunity to strengthen relations with and between them. This path could be taken with the development of HUB-IN Digital (Action 1 "Ignite the Hill - Building an Entrepreneurship and Innovation Network in Colina do Castelo").

Given the reluctance of the Castle Hill ceramicists to participate in the activities of the Pop Up event, the team took special care in scouting suppliers and exhibitors. This was done by a specialist in the craft industry who has a strong relationship with the Castle Hill artists.

It was a great opportunity to strengthen the network of Castle Hill CCIs, indeed the vendors became aware of the importance of getting to know each other well and seeing the business opportunities for themselves. Together, their voice as Castle Hill entrepreneurs becomes stronger.

Empty spaces in historic urban areas were / are not always available for use

The original plans for Pop Ups depended on agreements and the granting of spaces by the Municipality of Lisboa - however, it was not possible to use these spaces and the action had to be reformulated. The municipal building in the pilot area, which was vacant and initially proposed as a place to accommodate the Pop Up's activities, was transferred to another organisation by decision of the city council. The difficulty of cross-referencing information and cooperation between the various departments within the municipality made it difficult to speed up the transfer of the space and the political commitment to save it for the Hub In project.

Due to this impossibility of utilising empty spaces in the HUA, Action 3 was redesigned to focus on stimulating the creative and cultural industries (CCI) and preserving the cultural heritage of the HUA. This redesign was necessary because the municipality assigned a different use to the building, which includes serving as a Pop Up space and an experimental laboratory for activities under Action 4 (Sprout Tank).

Therefore, instead of realising the Pop Ups in an empty building of heritage value, they were transformed into more temporary Pop Ups distributed throughout the territory. The team chose to implement the Pop Up action at the Mouraria Creative Hub in order to attract the local community to the activities on offer. It is a municipal facility that also aims to improve the quality of life of the local community.

Given this situation, and considering that the Mouraria Creative Hub, a facility located in the area and an incubator for creative and innovative businesses, was considered the right place to hold a Pop Up event. Furthermore, as part of the HUA's mapping and updates, it was recognised that the ceramics sector has a very strong presence and an exceptional historical and cultural heritage.

In fact, the mapping and updates from Action 1 identified several shops, studios, galleries and workshops dedicated to ceramics, where different artists and creatives express their creativity in different ways (see Figure 36 above for an example such list on the event's flyer).

A new partnership helped to design a targeted programme

A partnership was established with the Archaeological Centre of Lisboa (a municipal institution), and together various activities were designed to demonstrate the historical and cultural heritage of ceramics in the area.

In this context, various experts have been invited to give lectures on the existence of ceramic activity from ancient times, through the Roman period to the Portuguese Discoveries. The current presence of ceramics, with designer pieces, was also promoted through an exhibition of pieces of great technical and artistic quality.

To create a sales area in the courtyard, 20 artists participated in a two-day sale. It was an opportunity to get to know each other and share information and knowledge, future partnerships, as well as a chance to make sales and promote their work and brand inside and outside Castle Hill. To spread the brand of Castle Hill Ceramics, objectives included:

- continue to promote the Castle Hill Ceramics brand with the digital hub and production of written information and promotion in the tourism sector.
- improve the networking of ceramicists, entrepreneurs and promote meetings and events according to their needs and requests.
- more Pop Up events with hands-on activities: planning the circular economy Pop Up event
- effective communication and dissemination of the Pop Up events

Redesigning the Actions led them to be more mutually supportive

At the current stage of development of the Lisboa Colina do Castelo pilot project, it no longer makes sense to divide the promotion of activities per action. At present, all the activities in one Action contribute to the development of the others: when you organise an event, you're developing the network and building the community. If you're accelerating business projects, you're also strengthening the network and building community too.

Process evaluation

Artisan satisfaction with operations on the day

For the artisans, the Pop Up event generally received very positive feedback on its operations, particularly in areas such as the stalls, facilities, timetable, type of activities, curation, and organisation. This is important because high satisfaction indicates a likely willingness to participate in future such Pop Ups in the HUA, and likelihood of future sellers to also experience positive satisfaction and engagement.

The visibility and accessibility aspects received a wider range of ratings, indicating some areas for potential improvement.

The highest satisfaction levels are seen in the types of activities and overall organisation of the event, which are crucial for attendee engagement and experience (see Figure 46).

- Visibility**
 Mixed ratings with bars indicating ratings from 1 to 6.
 Majority of ratings seem to be on the higher side (6), but there are significant lower ratings as well.
- Accessibility**
 Ratings span from 1 to 5, with notable lower ratings (1 and 2).
 Highest ratings are at 5, indicating mixed feedback with some dissatisfaction.
- The Stalls**
 Consistently high ratings, primarily 5 and 6.
 This indicates a positive perception of the stalls at the Pop Up.
- The Facilities**
 High ratings across the board, predominantly 5 and 6.
 Similar to the stalls, the facilities received a very positive response.
- Timetable**
 High ratings, mostly 5 and 6.
 Suggests that the event schedule was well-received by attendees.
- Type of Activities**
 Almost exclusively high ratings, with ratings of 5 and 6.
 Indicates strong satisfaction with the variety or quality of activities offered.
- Curation**
 High ratings, primarily 5 and 6.
 Reflects positive feedback on the selection and presentation of the event content.
- Organisation**
 Ratings are high, mostly 5 and 6.
 Suggests that the event was well-organised and efficiently managed.

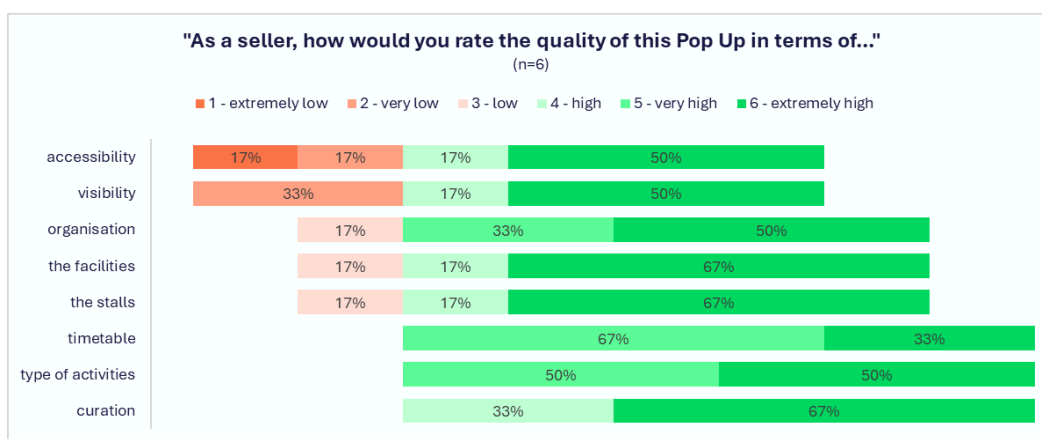


Figure 38: sellers' level of satisfaction on a 1-6 rating (1 = extremely low, 6 = extremely good). The colour coding denotes the rating, and the horizontal axis is the number of responses.

Outcome: Increased preservation and exploitation of cultural assets

Benefits to heritage-based artisans

The Pop Up primarily reached its intended entrepreneurial audience, with the majority of the sellers being from the Colina de Costelo HUA. One other was not from the HUA but outside (within Lisboa) and one from outside Lisboa - all were Portuguese.

In terms of gender, there is a predominance of females represented (83%), and age-wise the majority of sellers tended to be in the age range 25 to 34, with none older than 44 and none younger than 16.

N.B. survey responses were received for 6 artisans, out of 20 featured in the two-day Pop Up, so can not be taken as fully representative.

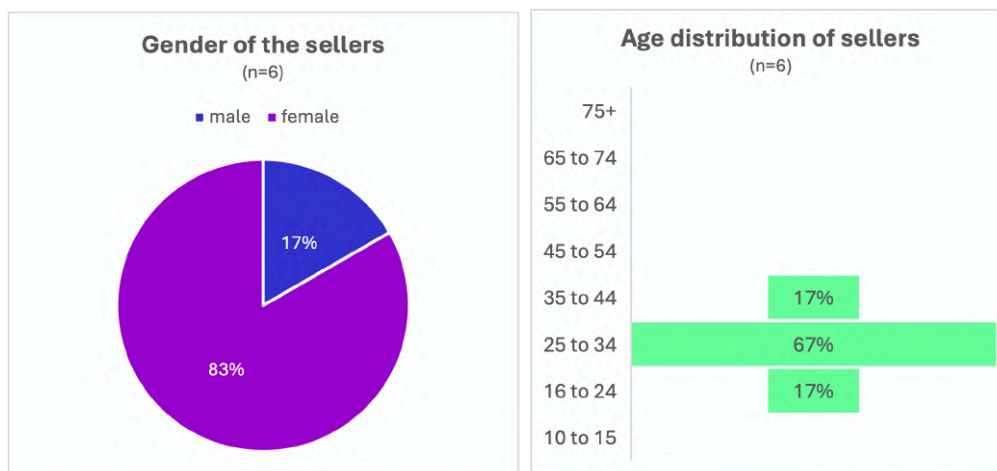


Figure 39: demographics of the sellers, based on the returned survey responses

The Pop Up was effective in fostering interactions and increasing visibility, with a number of respondents also experiencing brand strengthening (see Figure 45). Networking benefits were less commonly cited. A key to engaging artisans in future Pop Ups may therefore be to message the incentives around chances to make “serendipitous” *unexpected* connections with suppliers and customers.

- *Interacting with others:*
The most common benefit experienced from the Pop Up was the opportunity for unexpected interactions with others, with 33% of respondents noting this benefit
- *More visibility:*
33% of respondents reported gaining more visibility as a key benefit of the Pop Up
- *Stronger brand:*
25% of respondents felt that the Pop Up helped them achieve a stronger brand
- *Better networks:*
8% of respondents experienced better networking opportunities as a result of the Pop Up

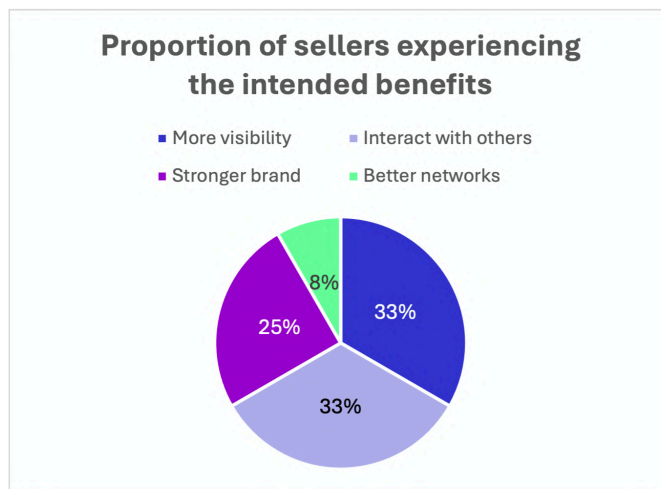


Figure 40: sellers' experiences of the Pop Up's intended benefits

Too early to detect impacts on sales volumes

The primary focus of the Pop Up was to promote heritage, networks and support for local artisans. Progress in these - especially if they evolve and deepen - may be expected to contribute to turnover in the medium-term. For this reason, the two-day was not expected to itself generate significant additional revenues in one go, but rather to support the foundations of business growth and visibility. 20% of surveyed sellers did anticipate that the Pop Up would have significant impact on their sales volumes, but for the majority it is too early to tell. None replied that the Pop Up will definitely not affect sales.

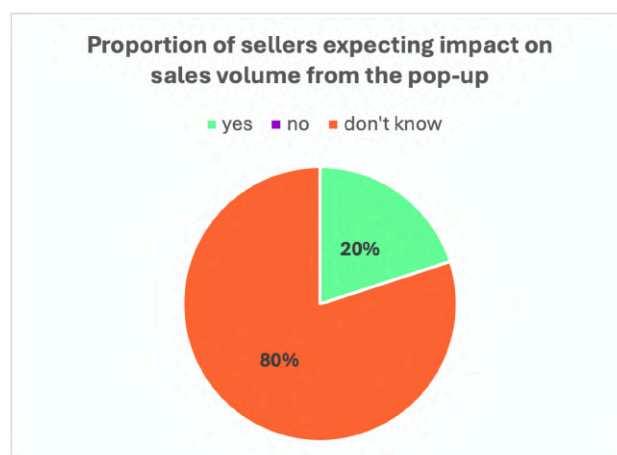


Figure 41: sellers' expectations on sales volume impacts

Outcome: Increased preservation and exploitation of cultural assets

Benefits to visitors

Out of 42 surveyed, the respondents were a predominantly female audience, with 70% being female and 30% being male. 55% of the participants came from the Lisboa metropolitan area, from its neighbouring municipalities, suggesting that the benefits of the knowledge sharing extends outside the HUA to visitors from other areas who can learn about the HUA's unique artisan heritage. The responses indicated a diverse age group, with the largest group being between 25 to 34 years old (43%) and 35 to 44 years old (33%), while smaller proportions were from other age groups (see Figure 42 below). Over the two days, Saturday and Sunday, Pop Up had a total of approximately 250 visitors, 42 of whom were surveyed.

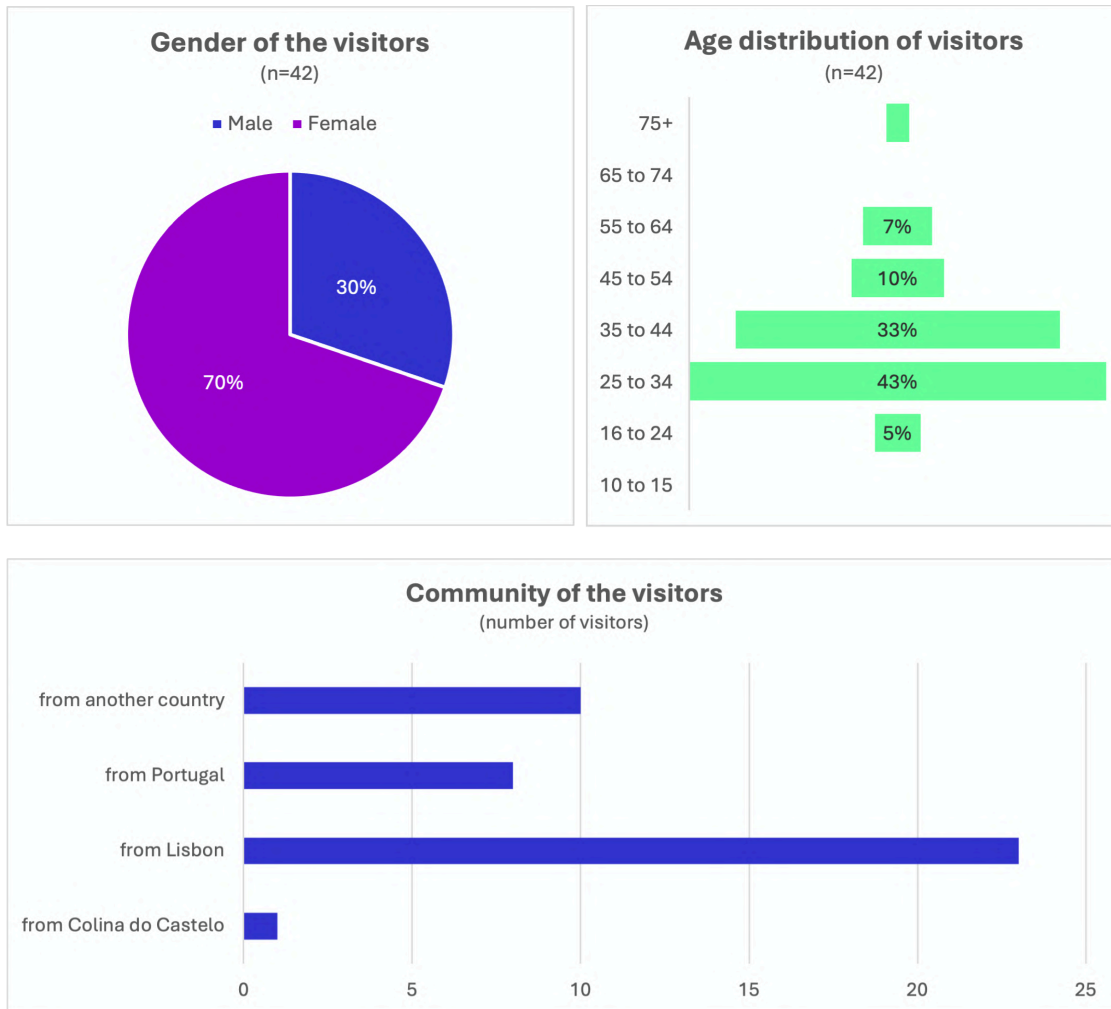


Figure 42: demographics of the visitors, based on 42 responses

Social networks and word of mouth were by far the biggest driver of respondents' attendance: when asked how they found out about the Pop Up, 64% discovered either due to a friend or social media. Local signposting is also important for serendipitous discovery: almost a third of visitors discovered the event "because I was passing by". Formal marketing is less effective: only 13% learned of the event from posters or internet sites. This may support an important takeaway on the value and reach of social marketing, and recommendations from family, friends and local networks. If done effectively, this could alleviate budget from marketing strategies that include posters and internet advertising (except social media).

The Pop Up had a substantial impact on respondents' behaviours, with many indicating they would visit future Pop Ups, share their experience with others and engage more with local cultural activities. Some also plan to increase their visits and spending at Castle Hill.

The reported benefits (in order of how many visitors scored them as relevant) are:

1. *Tell friends / family about the experience*
The most common response, approximately 30 (69%) stated they would tell friends or family about their experience at the Pop Up. "Word of mouth" can be a powerful messaging channel, especially when recommendations are received by friends and family, and this may have an amplifying effect on raising awareness of the ceramics heritage and driving more visits to the HUA.
2. *Visit or participate in another Pop Up*
A significant number of respondents, with about 62% of participants indicating they would like to visit or participate in another Pop Up event.
3. *Post on social media:*
About 17 (40%) respondents mentioned they would post about their experience on social media, again leveraging "free" marketing and dissemination of the HUA's value.
4. *Visit Castle Hill more frequently*
Approximately 16 (38%) respondents indicated they would visit Castle Hill more frequently.
5. *Join local art or culture clubs / groups*
Around 15 (36%) respondents expressed interest in joining local art or culture clubs or groups in Castle Hill as a result of the Pop Up, bringing social benefits of community interaction as well as promoting local heritage.
6. *Spend more when visiting Castle Hill*
A small number of respondents, around two (5%), said they would spend more money when they visit Castle Hill.

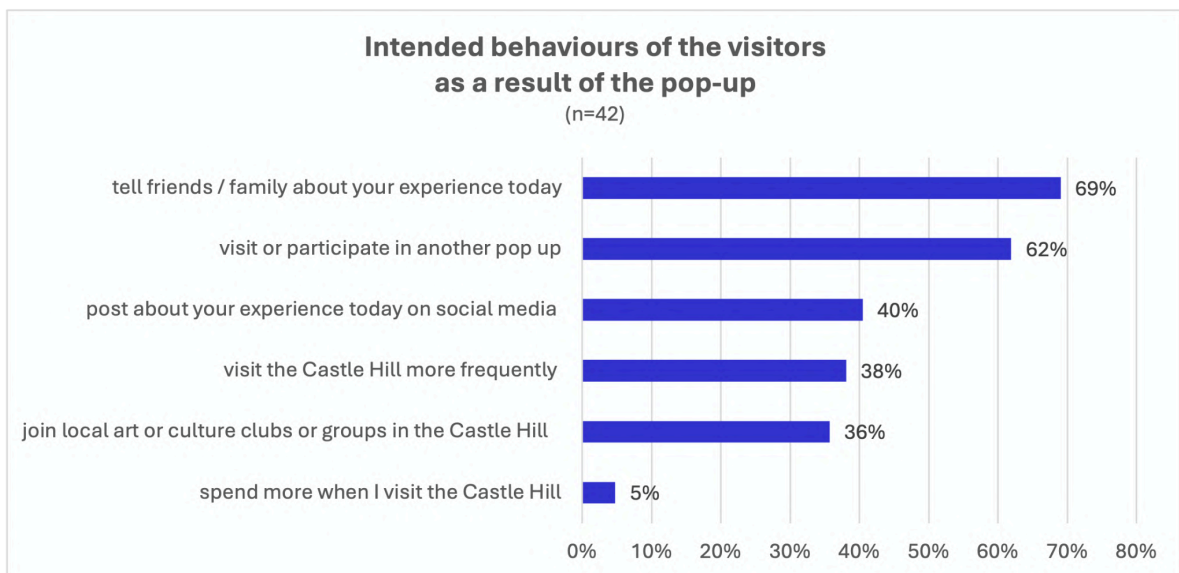


Figure 43: visitors' feedback on what they think they might do differently "as a result of experiencing the Pop Up"

Additional “co-benefit” outcomes:

Social integration of migrants due to knowledge sharing events

Of the 42 visitors interviewed, 10 were migrants participating in the Pop Up events, supporting the Hub’s aim of promoting social integration of migrants due to knowledge sharing events.

In general across all 42 responses, the Pop Up was well received, with the most significant impact being a renewed interest in ceramics and an appreciation of the diversity and quality of ceramics on Castle Hill. The event also effectively linked heritage with contemporary ceramics and highlighted the historical and artistic significance of Castle Hill.

Results for all 42 respondents:

64% responded...

that the Pop Up demonstrated the diversity and quality of the ceramics from Colina do Castelo

Approximately 27 respondents felt that the Pop Up demonstrated the diversity and quality of ceramics on Castle Hill, indicating a strong positive response in this area.

60% responded...

that the Pop Up stimulated a renewed interest in ceramics, and wanting to get back in touch with it

The Pop Up had a significant impact, with around 25 respondents expressing a desire to reconnect with ceramics.

55% responded...

that the Pop Up revealed the historical and artistic heritage of Colina do Castelo

Approximately 23 respondents appreciated that the Pop Up highlighted the historical and artistic heritage of Castle Hill.

50% responded...

that the Pop Up linked the local industrial heritage with contemporary ceramics

Approximately 21 respondents noted that the Pop Up effectively linked local industrial heritage with contemporary ceramics, indicating a moderate success in contextualising ceramics within local history.

Next steps

The team will promote a new Pop Up event in October 2024, considering the success of the event “Há Cerâmica na Colina do Castelo” (“There is Ceramics on Castle Hill”), which was acknowledged by the participants and visitors, both through the responses to the evaluation questionnaires and the oral testimonies.

The theme will be the circular economy and it will take place simultaneously in different spaces of HUA, Fab Lab, Mouraria Creative Hub and also in spaces of the Parish Council. The aim is to involve more entrepreneurs, stakeholders and visitors. It will be an opportunity to strengthen the network of contacts and attract more visitors.

The event will also aim to promote and publicise the HUB-IN Digital (Action 1) and spread the brand of Colina do Castelo. Further activities include:

- *continuing to promote the Castle Hill Ceramics brand* with the digital hub and production of written information and promotion in the tourism sector
- *improving the networking* of ceramicists and entrepreneurs, and promoting meetings and events according to their needs and requests
- *more Pop Up events with hands-on activities*: planning the circular economy Pop Up event
- *effective communication and dissemination* of the Pop Up events

2.4. ACTION 4: "SPROUT TANK"

Experimentation for a Circular and Climate Neutral Colina do Castelo

Key metadata

Action theme	Creating the ecosystem infrastructure Placemaking Sustainability
Action clusters	Cultural and Creative Industries New Lifestyles Resilient and Human Connected Places
Expected outcomes <i>(city level)</i>	Improved knowledge and experimentation on climate neutral solutions in HUAs
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 3: boosting heritage-relevant innovation in HUA's and cultural landscapes (environmental)



According to the Colina do Castelo Action Plan, Action 4 encompasses a twofold objective: fostering climate resilience and circularity solutions that enhance the cultural and architectural heritage, while simultaneously creating conditions to facilitate new interactions and climate action projects.

To achieve this, two main intertwining activities are being developed and are assessed below:

- A) Knowledge sharing communities focused on Climate Neutral Historical Neighbourhoods
- B) Sprout Tank programme

A) KNOWLEDGE SHARING COMMUNITIES, FOCUSED ON CLIMATE NATURAL HISTORICAL NEIGHBOURHOODS

Operational results

The promotion of the knowledge sharing community focused on Climate Neutral Historical Neighbourhoods, is an ongoing activity that seeks to both capture and activate knowledge and innovation on an international scale, and to consolidate a network of knowledge through local actors and initiatives from the SproutTank program.

Internationally, we are partnering with C40 through the "Students Reinventing Cities" competition in two locations: Mouraria and Alfama. The first edition ended in 2023 and the second edition will end in September 2024. See below for details.

C40 describes its "Students Reinventing Cities"⁶ as a global competition seeking innovative and tangible ideas for a green and just urban future. Cities select a priority urban area for young people to redesign, seeking creative and innovative solutions that address city climate targets, resident priorities and local challenges.

Participating students then select a site to develop a proposal for - the participants form teams and develop a comprehensive action plan for the site, aiming to transform the urban area(s) into green and thriving neighbourhoods, integrating the "15-Minute City" model and proximity approach for low-carbon urbanisation.

The competition creates a space for engagement that aligns with the HUB-IN Framework's "ecosystem elements" of what makes a HUB-IN place:⁷

Ecosystem Element	Alignment with C40's "Students Reinventing Cities" benefits
Urban culture	drive collaboration between youth and city governments to accelerate low-carbon urban redevelopment
Entrepreneurial culture	support the development of globally replicable and innovative urban design solutions
Knowledge	strengthen knowledge and understanding of leading climate policies, solutions and technologies.

Table 5: alignment of C40's "Students Reinventing Cities" benefits with the HUB-IN ecosystem elements⁸

A 1.1 - "Students Reinventing Cities - Mouraria"

The 2023 edition of the "Students Reinventing Cities - Mouraria" took place between November 2022 and September 2023 focused on Mouraria neighbourhood (as part of HUB-IN Colina do Castelo) seeking solutions to pre-identified challenges.

⁶ <https://www.c40reinventingcities.org/en/students/application-guidelines/>

⁷ https://hubin-project.eu/wp-content/uploads/2023/10/HUB-IN-Framework_V1.1_Feb2023.pdf

⁸ https://hubin-project.eu/wp-content/uploads/2023/10/HUB-IN-Framework_V1.1_Feb2023.pdf

The competition attracted a large number of students, including representation from international universities, supporting the in-flow of knowledge and ideation into the HUA:

- 90 participating students
- 23 registered teams
- 19 projects presented
- 9 international universities
- 2 initiatives that bridged the Hub ecosystem and climate action
- winning team: Dreamers Inc⁹
Team members: Martyna Idasiak & Ralph Frühwirth (Lund University, Sweden)
External advisors: Andreas Olsson (architect, SAR/MSA)

The winning team's proposal focuses on design solutions that are inspired by the local heritage, adapted to ongoing and future challenges, that serve as a base for sustainable development. The team's design is therefore underpinned by two guiding principles:

Principle 1: connected neighbourhood

- *Repurposing car parking spots* into parklets with bicycle parking facilities and basic repair tools
- *Improving pedestrianisation and cyclability* through new routes, and an integrated Tuk Tuk transport system
- *Improving microclimate* through vertical greenery, railing vegetation on Mouraria's many steps, and bioswales to boost water circularity

Principle 2: local neighbourhood

- *Opening currently enclosed brownfield sites* to create a more uniform green and blue network in Mouraria
- *Repurposing underutilised buildings* such as the Largo da Rosa monastery and R. Damasceno Monteiro and Calçada car parks into multi-functional spaces with solar panels and green roofs. These spaces provide senior housing, a kindergarten, affordable housing and an events space to foster intergenerational interaction and strengthen local community
- *Creating an urban farm* along Costa do Castelo to provide locally-sourced crops and an education facility for students. The farm is connected to the area's circular system that uses water for non potable uses



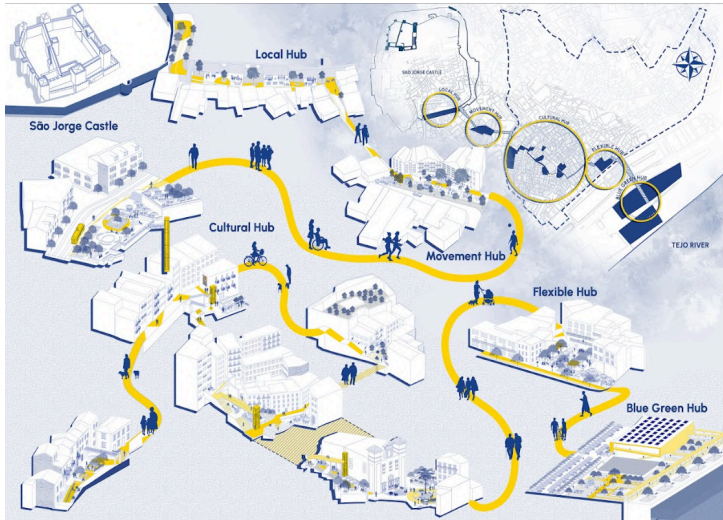
Figure 44: renderings of the winning proposal for Mouraria

⁹ <https://www.c40reinventingcities.org/en/students/previous-winning-projects/mouraria-1671.html>

A 1.2 - "Students Reinventing Cities - Alfama"

The 2024 edition of the "Students Reinventing Cities - Alfama" took place between February 2023 and August 2024.

The competition again attracted a number of students, including representation from international universities, supporting the in-flow of knowledge and ideation into the HUA:



- 28 participating students
- 21 registered teams
- 7 projects presented;
- 5 international universities
- 1 initiative that created bridges between the Hub ecosystem and climate action
- Winning team: Patio di Nata;
Team members: Haydar Akyol, Yaren Muge Ari, Nour Derwiche (Sapienza University of Rome, Italy)

The winning team's proposal focuses on connecting the castle and the river through routes and 5 hubs that are designed with tactical urbanism strategies:

- blue-green hub
- flexible hub
- cultural hub
- movement hub
- local hub



Figure 45: map with renderings of the winning proposal for Alfama

The **blue green hub** is located near the ship terminal and offers more livable space by maximising its blue and green infrastructure. The **flexible hub** located on the square near the Fado Museum offers a very dynamic plaza with multi-purpose use. The **cultural hub** located on the hillside consists of improving the vertical accessibility and transforming this steep terrain in an outdoor cultural events stage. The **movement hub** was turned into a pedestrian street with tactical urbanism strategies to create more pleasant gathering spaces. The **local hub** located near castle gate was transformed into a pedestrian street with vending facilities.

This project promotes cultural interaction in outdoor spaces by facilitating pedestrian accessibility and by using tactical urbanism strategies that boost local economy. The proposal also addresses renewable energy solutions and promotes heritage and reuse of vacant spaces.

A 1.3 Workshop on capacity building for “Near Zero Energy Buildings” (NZEB) in historical areas

The workshop “Near Zero Energy Buildings” with the pilot area of Colina do Castelo as the backdrop was organised by the HUB-IN Lisboa team in December 2023 in partnership with LNEG (National Laboratory of Energy and Geology).



Figure 46: NZEB in historical areas workshop at Mouraria Creative Hub

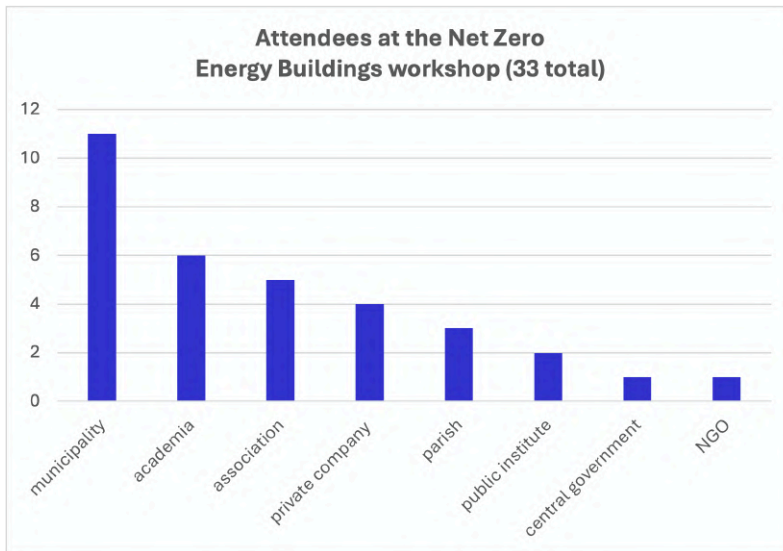
Representation was intended to come from across public, private and academic sectors in order to facilitate network connections and knowledge exchange. 33 participants came in total:



Figure 47: sectoral participation rates for the “Near Zero Energy Buildings in historical areas” workshop

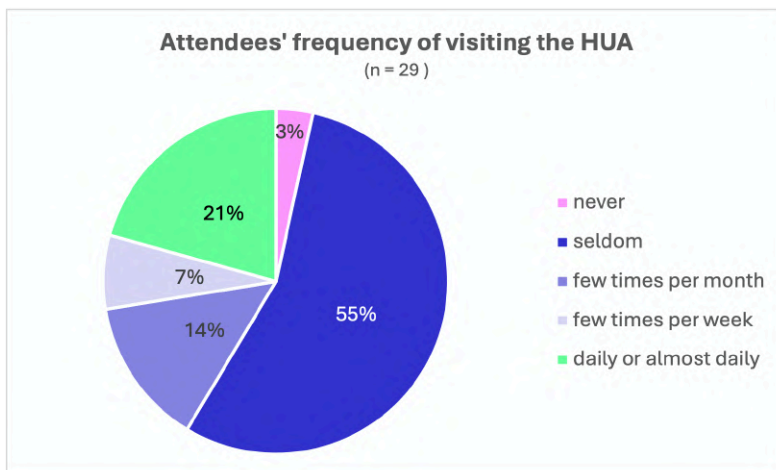
Process evaluation

Did we reach the right targets?



The workshop attracted attendees from a mix of stakeholder groups. After the municipality, the largest group of attendees was from the private sector (9 in total, about 1 in 3 attendees), and then academia (about 1 in 5 attendees). The cross-sectoral representation was targeted to assist with knowledge sharing and ideation.

Figure 48: attendees at the Net Zero Energy Buildings workshop



The majority (59%) had either never been to the HUA before, or had only seldom been. For these participants, the visit granted an opportunity to (re)visit and become familiar with the urban area, and to potentially bring ideas and knowledge into the HUA from participants who would not normally be there.

About 21% visit the HUA daily or almost daily, suggesting they will be able to bring some knowledge of the HUA to any discussions during the workshop.

Figure 49: attendees' frequency of visiting the HUA

Relatedly, approximately 40% of attendees had not been to the innovation centre previously, but were discovering it through their engagement in the workshops.

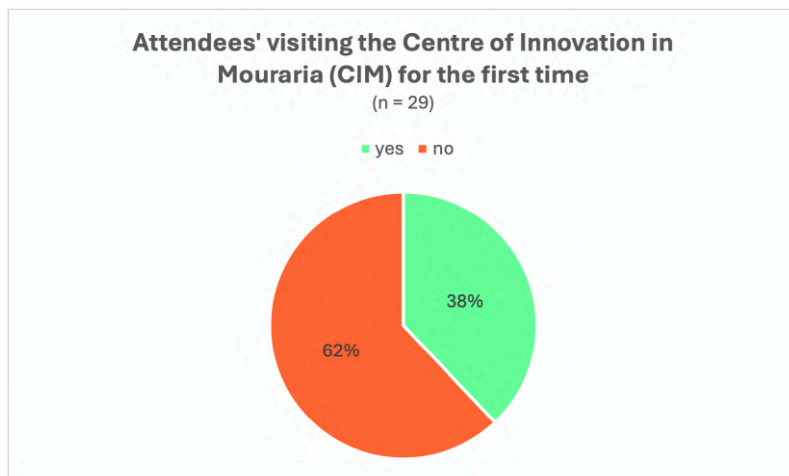


Figure 50: attendees' frequency of visiting the HUA

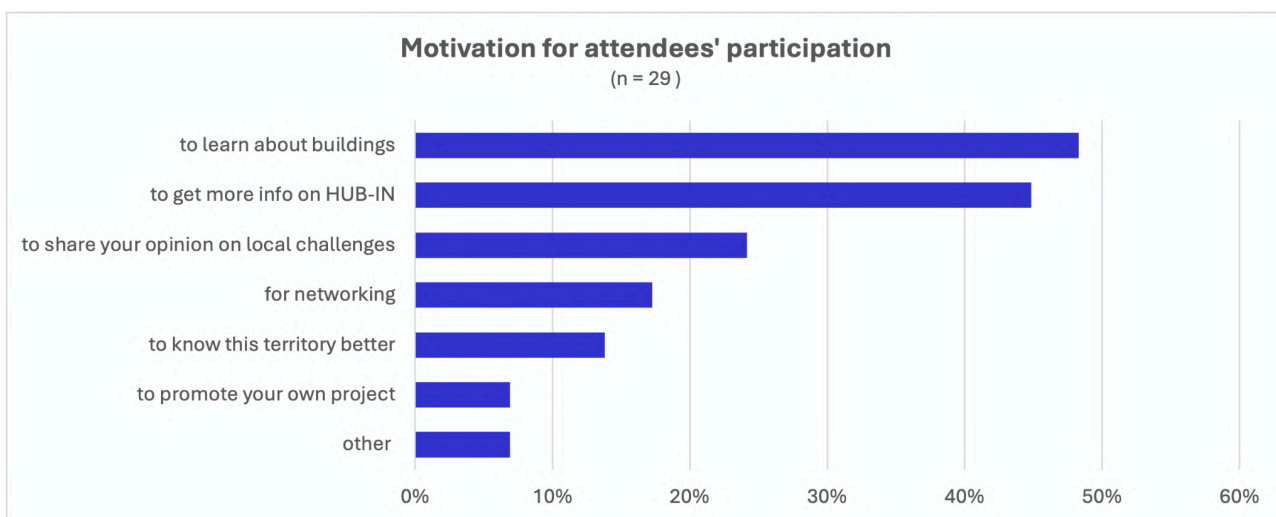


Figure 51: attendees' motivations for participation

The reasons and motivations for making this visit were primarily one of knowledge exchange and gathering - this fits well with the Hub's intentions of stimulating "Improved knowledge and experience on climate neutral solutions in HUAs". Almost half of respondents gave this as a motivation.

Of almost equal importance was the desire to learn about HUB-IN - this suggests that the programme is generating interest and future workshops may be able to use this as a draw to attract stakeholders and support the networking objectives of some of the participants.

A fair proportion (24%) came to share opinions on the local challenges, which helps for the discussions to be grounded in the realities of life in Lisboa's unique HUA - without this, academic and public sector discussions may not take place in full awareness of local obstacles, barriers and opportunities.

Outcome: Improved knowledge and experimentation on climate neutral solutions in HUAs

The majority of participants (62%) left with an improvement to their understanding of challenges related to buildings, energy and the environment in the HUA - scoring their improvement as either High, Very High or Extremely High (participants rated themselves on a scale of 1 to 6, 1 being Extremely Low and 6 being Extremely High).

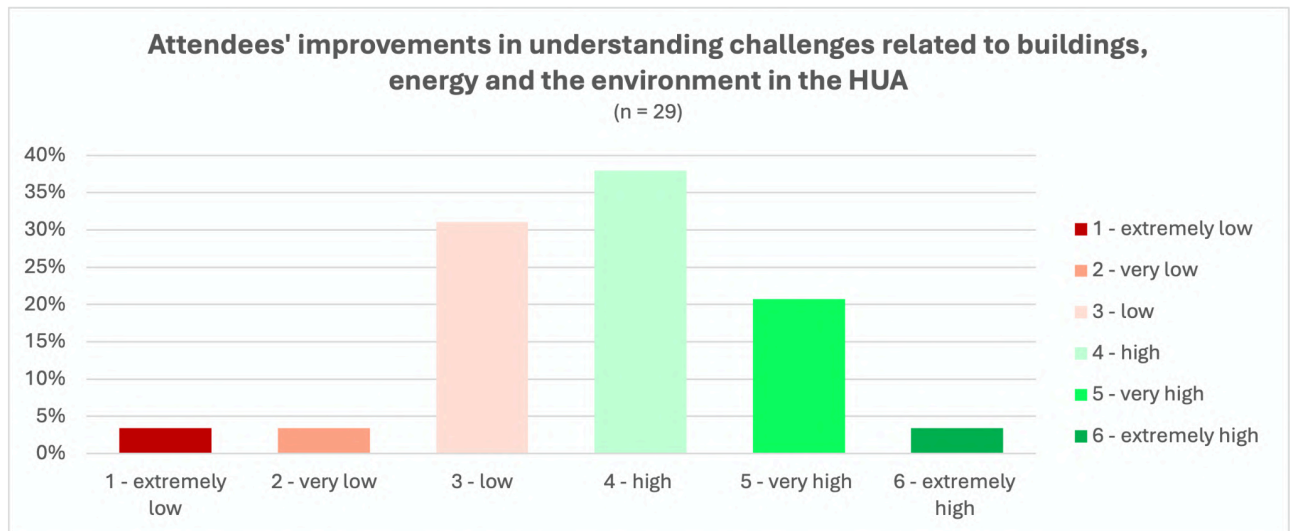


Figure 52: change in understanding for the participants

Almost all comments on benefits fell into two categories that align with the ecosystem elements of what makes a HUB-IN place,¹⁰ as offered by participants. This suggests that this workshop assists with early stages of building the local entrepreneurial ecosystem. Respondents were asked what they considered to be the benefits:

Knowledge

- "Systemic knowledge"
- "New knowledge"
- "Discuss main challenges of NZEB"
- "Shared ideas and common difficulties"
- "Sharing knowledge and common challenges on NZEB in HUA"
- "Learn about other opinions"
- "Diverse stakeholders opinions"
- "New ideas to explore"
- "Knowledge, sharing ideas"
- "Sharing experience and knowledge"
- "Learn about new energy solutions"
- "Knowledge on NZEB, partners and projects"
- "More info on NZEB"
- "Academic NZEB"

Networks

- "Understand challenges and goals of MCH"
- "Knowledge about LNEC ongoing projects"
- "Perceiving several projects ongoing"
- "Contacts of ongoing project teams"
- "Learned about ongoing initiatives and innovation at INAUB"
- "Knowledge about solutions ongoing in Mouraria"
- "Learning about HUB-IN"
- "Learn about HUB-IN and local challenges"
- "Awareness about NZEB initiatives"
- "Learn about international and national projects, teams and professionals"

¹⁰ https://hubin-project.eu/wp-content/uploads/2023/10/HUB-IN-Framework_V1.1_Feb2023.pdf

Respondents offered insights on future improvements to increase knowledge-sharing in any future events / workshops that the Hub team may organise. The main takeaways seem to be that there is interest in replicating the workshop(s), perhaps with tweaks to the format to allow more debate and consideration of keeping solutions practical, including at least some “low tech” solutions and focus on finance.

Knowledge

- “Go deeper into knowledge on solutions”
- “More time for discussion”
- “More info on building codes and funding”
- “Present solutions for HUA”

Leadership

- “Further initiatives like this”
- “More awareness and initiatives on the subject”
- “Less biased workshops”
- “Act personally”
- “Replicate this event”
- “Good job!”
- “Time management, feedback via online, breaks between presentations”
- “Comply with timetable”

Networks

- “More dissemination of CIM initiatives”
- “Create a longer debate on challenges and opportunities”

Entrepreneurial culture

- “Less importance to innovation and more low tech”
- “More practical solutions”

Finance

- “Include topic of funding”
- “Comparison about cost-benefit”

Physical (and digital) infrastructure

- “Energy savings”

Alongside those comments and improvements, a number of solution areas were proposed for the Hub to consider taking forward in future - including stakeholder-sourced inputs from the Mural (see Action 1 “Ignite the Hill”). This variety of proposed solutions, once integrated, can collectively contribute to achieving the goal of NZEB (Nearly Zero Energy Buildings) in historical areas:

- **Specific technologies**
Passive solar architecture
Building shell improvements (e.g. wall insulation, window glazing etc)
City Landscaping and Nature Based Solutions
Photovoltaic (PV) energy solutions (small size power plan; combining wind generation and PV trees)
- **Circular economy and adaptive reuse**
Local materials and biomaterials
Reuse of residential buildings for permanent housing (generating critical mass for NZEB neighbourhoods)
- **Participative co-creation**
Include local residents in decision-making
Socio-economic sector collaboration, between associations and the private sector
Renewable Energy Communities
Decentralised renewable energy production
- **Innovative finance**
Building retrofitting funded by the local parishes

Stakeholders input a number of key concerns on obstacles and barriers that need overcome if the above solutions (or variations and innovations thereof) are to be successful:

- "Funding programs non available"
- "High cost for building retrofit"
- "Lack of information on cost benefit analysis"
- "Environmental illiteracy"
- "Inexistence of a survey of buildings requiring urgent energy upgrading"
- "Excessive bureaucracy"
- "Risk of increasing the gentrification process"

They also suggested concrete next steps on what support could mobilise these opportunities in the HUA, including offering:

- Technical training initiatives: in building energy efficiency, in order to reinforce specialised labour teams
- Raising public awareness and promoting public information, including among older populations in historical neighbourhoods
- Energy retrofitting of abandoned public estate as examples of good practices for private owners
- Considering energy efficiency in the rent estimate price
- Including energy efficiency in the real estate market
- Researching low cost energy upgrades for buildings
- Promoting market funding for building energy retrofitting
- Implementing collective strategies for diverse neighbourhoods

Next steps

The Hub team will display the winning proposals at MCH (Mouraria Creative Hub) as part of the HUB-IN final conference immersive experience. These winning proposals will be discussed with the city team responsible for the detailed plan for Colina Castelo in order to be integrated in the ongoing revision of this plan during the workshop to be held in October 2024.

B) IMPLEMENTATION OF THE “SPROUT TANK” PROGRAMME FOR PILOTS AND EXPERIMENTAL ACTIVITIES FOR A CIRCULAR AND CLIMATE-NEUTRAL COLINA DO COSTELO

Operational results

The "Sprout Tank" (ST) program seeks to serve as an urban lab for generating place-based ideas and solutions within the territory. Based on "matching and igniting" opportunities (linking innovators with potential investors and delivery partners), the program establishes bridges between site needs for intervention and innovative solutions.

B.1 - Sprout Tank - Mocathon (re-use and re-adapt a public space with heritage value)

The first ST initiative called Mocathon (Moca+marathon) was held from May 10-12th in Patio do Moca. It consisted of a competition of ideas and a marathon of intervention in a 70-year-old municipal wash house in Arroios parish. Since Arroios is located next to Castle Hill, this parish shares similar challenges such as heat island effect, space abandonment and population decrease.

The Patio do Moca encompasses. Although Arroios parish had a vision for the patio based on a hydroponics urban garden and a cultural space, the project was never implemented.

The ST-Mocathon goal was to transform the space during three days into a vibrant, sustainable and inclusive place by addressing several solutions: create nature-based solutions; promote social inclusion; create a street art wall; upcycle demo materials; and create renewable energy solutions to achieve energy self-sufficiency. The students, mentors, community members and parish representatives inaugurated the new Patio do Moca and enjoyed a small outdoor party where furniture prototype and new playground were tested by kids while the small urban garden and shading canopies presented vided cooling and the street art concept was explained.

ST-Mocathon received support from the Parish of Arroios and Lisboa municipality through MCH (Mouraria Creative Hub) and FABLAB Lisboa. The ST-Mocathon was also sponsored by four private companies. The marathon involved a group of 16 students from public and private universities with backgrounds on design and architecture, who were mentored by six volunteers (see Figure 53).

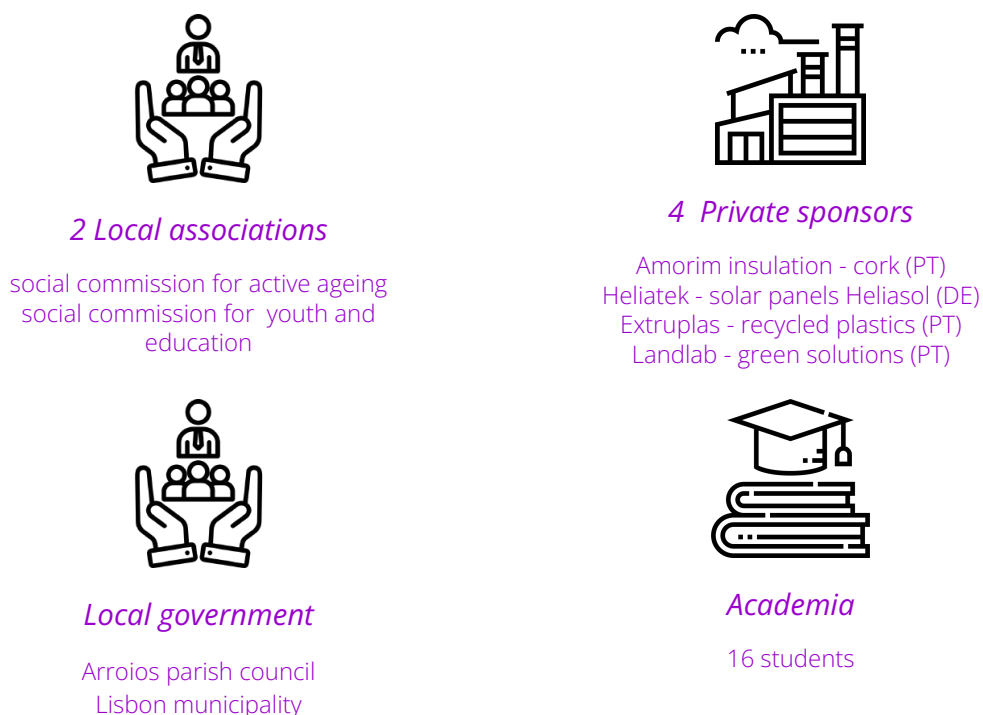


Figure 53: stakeholders in Mocathon

After a collaborative selection of ideas among all students, a final proposal was defined. Students were then divided into 6 teams and a mentor per team. Finally each team built a specific solution (see Figure 57):

1. urban gardening
2. outdoor furniture
3. playground facility
4. patio shading
5. street art
6. outdoor cinema (prepared by all teams)



Figure 54: Patio do Moca after the interventions were built

As a result: Patio do Moca has been cleaned and embellished:

- **65 plants** have been introduced to provide **cooling effect** within the patio
- **4 canvas** were installed to **cast shading** over the sealed pavement
- **a new multi purpose outdoor furniture** was installed for **leisure and playing**
- **a solar based light projector** was installed improving **safety** conditions
- **a new playground** was implemented for **children to enjoy** the space
- **the cinema stage** was prepared for the **inauguration** day

Process evaluation

The project was conceived, designed and implemented with a challenging process of relationship with stakeholders who were gradually getting involved in its goal. However, this was neither a linear nor an easy process. Despite recognizing the merits of such initiatives, companies, universities, and public entities struggled to allocate the necessary time, resources and focus.

Challenges in academic inclusion: despite efforts to call diverse academic backgrounds (architecture, engineering and biology degrees) to join the teams, most of the Mocathon participants` experience was on design and architecture. This fact and the lack of electronic material undermined the proposals involving renewable energy to reach self-sufficiency. In order to overcome this there is a need to target more sponsors and technical engineers as students and mentors.

Challenges with community inclusion: it was also hard to involve the local community due to insufficient action by the parish officials which led to difficulties in reaching out to nearby residents.

Challenges with resources: most of the tasks were accomplished by 6 groups of 16 students led by 5 mentors. However students and mentors argued there was a shortage of time and materials/tools. These difficulties can be overcome with more preparation time and a finance plan. Another lesson learned is to promote demo materials upcycling for cost saving.

Unfortunately after the end of Mocathon the space was closed again to the public due to safety reasons and lack of personnel for its maintenance. This undermined future impact on the community. In the future the parish needs to reopen the space for public use and ensure its maintenance so it can impact the community.

Outcome: Improved knowledge and experimentation on climate neutral solutions in HUAs

Knowledge enrichment among participants (students, mentors and organisers) co-creation procedures, and meeting new peers and new techniques at FABLAB was highly regarded. Most students showed some interest to participate in future similar events.

"We learned new technologies at FABLAB. We consider it important to implement and disseminate these in a historic centre."

Participating student

"I think the best thing is to try to infect people so that they themselves also start taking initiatives like a snowball effect."

Isabel Barbas (mentor)

*"The main lesson is the importance of interacting with locals. In this project, we did a series of interviews with pedestrians in order to understand which are the real needs of the community. I think it's **way more helpful than theory classes** and definitely something that I would like to do again in the future."*

Participating student

At the institutional level some knowledge exchange and innovation occurred in the parish namely on gardening techniques were implemented in public spaces.

"Mocathon contributed to expedite the intervention in the space and eventually prioritise its feasibility."

Eduardo Simões (parish council official)

Several students and mentors acknowledged the role of the quadruple helix for heritage regeneration in vacant plots i.e. how partnership between universities, local government, communities and private companies can overcome the HUA environmental and social challenges.



Figure 55: students presenting their group proposal during first ideation meeting

The Hub team also gained access to local contributions and ideation. As part of the event design, a questionnaire with 26 questions was filled in by 19 participants, assessing 3 topics:

- participants profile (12 questions)
- the impact on the neighbourhood (5 questions)
- event organisation (9 questions)

The results gave useful intel about the community's knowledge and willingness to engage, and that can also inform future operations

- for participants profile:
 - *Gender:* most participants of the Mocathon were women under 30 years old, living in Lisboa whereas two live in Arroios.
 - *Nationality:* Although the majority of the participants were Portuguese, there were 6 more nationalities represented: Angola, Ecuador, Turkey, Italy, Spain and Russia.
 - *Educational /expertise background:* most students and mentors are studying or working in design or architecture. Backgrounds like Ecology and Engineering were seldom or missing among the participants.
 - *Motivations:* the main motivation for participating in the event was to contribute to the local community in a space that most did not know about.

- for the impact on the neighbourhood:
 - *Perceived benefits:* ecological learning and social interaction were the most valued gains among participants.
 - *Perceived challenges:* environmental challenges such as heat island effect, water consumption, biodiversity loss and food production were the most addressed in the proposals. As for the social challenges, most proposals intended to resolve the lack of public participation, the degradation of public spaces and the loss of cultural identity.



- *Perception of heritage:* most participants considered that the initiative has greatly increased their perception of vacant public spaces in Historical Urban Areas (HUA). Half of respondents considered the experience very relevant towards the awareness of environmental challenges in HUA.

The event impacted mostly their awareness about the Patio in particular and the potential improvement of public space in general, as well as their level of knowledge exchange at the personal level.

- *Behavioural change:* Most participants said the event has motivated them to further explore concepts on sustainability for heritage areas.
- *Satisfaction and engagement:* half of the respondents considered the event organisation very satisfying, the other half considered it "so-so" regarding the materials, tools and facilities. The vast majority showed interest in future participation in similar events, for example in derelict spaces in Alfama or Graça, etc.

Although the space could not be opened, the students rated its impacts as either Mid or High overall for their perception of its potential impacts (survey where students rated each low, mid or high - see Figure 56 below). The highest scoring are perception of the ability to use derelict heritage sites to improve the public space, and to generate local awareness of culture. These opportunities are seen as able to engage the local community (rather than being a tourist-only attraction) and actively enhance cultural identity.

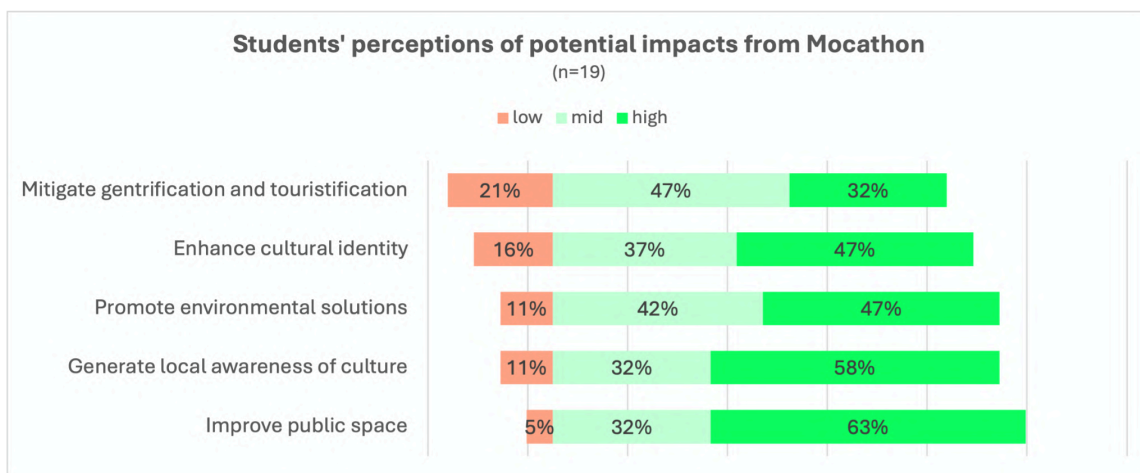


Figure 56: students' perceptions of potential impacts from Mocathon

Additional “co-benefit” outcomes:

Increased community engagement in addressing HUA issues

The action was able to leverage zero-cost “contributions in kind” from connections due to their interest and engagement:

- The municipality of Lisboa donated
 - 1m³ of compost soil from Valorsul, (a municipal organic waste treatment plan) and plants from several municipal nurseries.
 - 20 shrubs, 9 tree plants and 20 ivy plants
- Private-sector companies
 - Extruplas donated 9 recycled plastic beams 2m long.
 - Amorim has donated 10 boards of MDFachada made of black insulating cork with a thickness of 5cm.
 - Nature-based solutions company LANDLAB provided a Green Wall system with 1.3m by 1.3m that was assembled with succulent plants.

These materials together with reused wood pallets were used during the fabrication of a furniture kit at FABLAB and / or planted into large flower pots which were placed within the washbasins. Among these 20 pots, 6 of them had an irrigation system based on buried claypots called ollas (fired but not glazed) in order to slowly water the plant at the root level.

As for community involvement, the Mocathon team has met with two social commissions in Arroios: the social commission for active ageing and the social commission for education.

Among the few residents who attended the inauguration was a family, a couple with two children and two elderly ladies. The youngest member of the family inaugurated the playground and the older ladies demonstrated interest in the species planted in the washhouse, as they have been tending for a vegetable garden in the premises. Three officials from the Arroios parish attended the inauguration ceremony.

9 out of 10 students reported increased awareness of sustainable solutions for heritage in urban areas due to the project (89% out of 19 responses). Likewise, almost all students reported that their awareness of derelict heritage spaces had increased due to the project (95%) - and about 80% of them were newly experiencing the cultural building of Patio do Moca for the first time.

Importantly, the experience with Mocathon appears to have been successful in instilling new behaviours in the students that can help to deliver the Hub's intended benefits. See Figure 57 below for how students report they will use the experience to continue with some combination of:

- integrating more bottom-up type initiatives
- participating in other civic service activities/groups
- exploring heritage sustainability ideas
- adopting participatory design practices
- integrating art with Nature-Based Solutions and sustainable energy
- participating in cultural events in the Moca courtyard

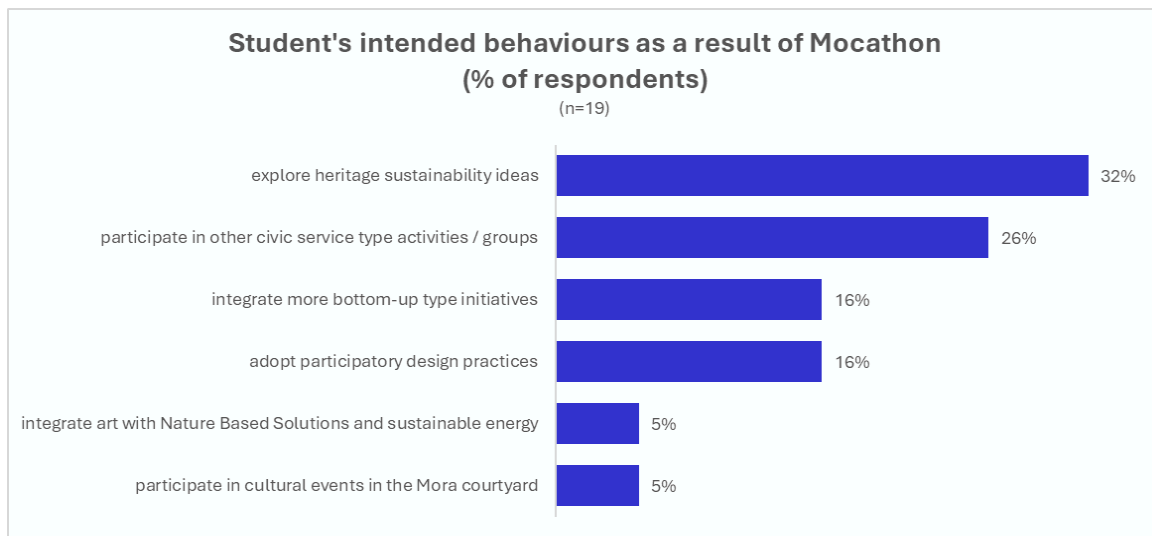


Figure 57: students' intended behaviours as a result of Mocathon

Additional “co-benefit” outcomes:

Increased preservation and exploitation of cultural assets

Mocathon is an early stage exploration into collaborative activities to repurpose heritage spaces

- as such, and given the challenges identified above, it is too early to have already repurposed additional spaces. However, early consultations with a selection of stakeholders has identified a positive interest in replication.

B 1.1- Workshop post-Mocathon: “New uses for old spaces”

On June 27th the Mocathon results were presented to a group of six stakeholders including potential investors and future partners in a replicated model for vacant urban spaces. This meeting involved 12 participants among whom were eight women.

Most participants were not involved in Mocathon but agreed that a partnership between universities, parishes, sponsors and local communities can be a model for intervention in vacant spaces in HUA (100% out of 6 respondents agreed that potential was either High, Very High, or Extremely High. Only one had been personally involved in Mocathon).



Figure 58: workshop on new uses for old spaces

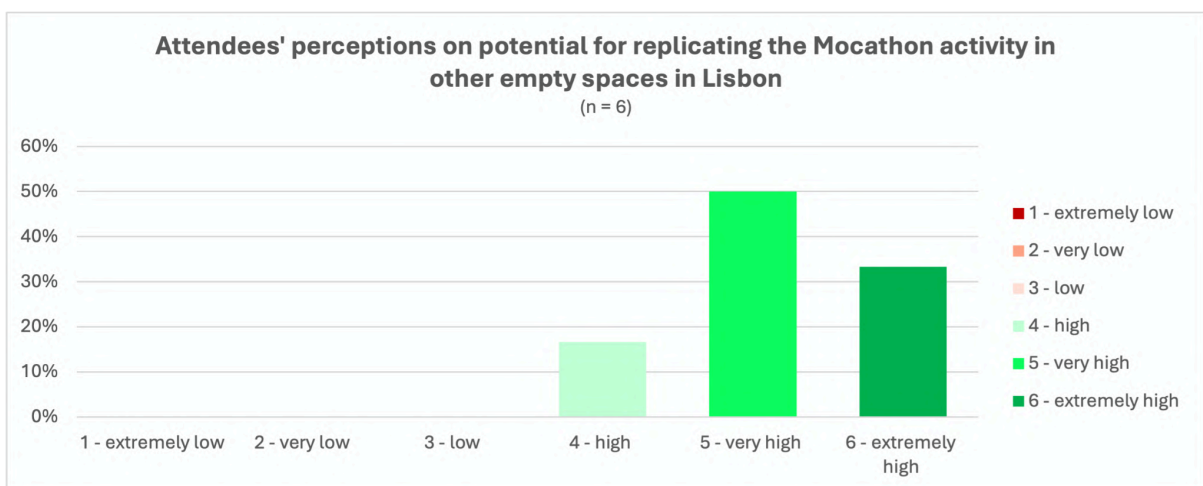


Figure 59: attendees' perceptions on potential for replicating the Mocathon activity in other empty spaces in Lisboa (scoring from 1 extremely low, to 6 extremely high).

B1.2- Workshop: “Build your own shading device”

Additional skills workshops (early stage): a workshop on reed mats took place at Mouraria Creative Hub on September 27th 2024. The goal was to empower local residents to make their own shading device based on biomaterials to be installed at home for cooling down their home during summer heat waves. Eight local residents from the Colina do Castelo neighbourhood were tutored by Reed Master Manuel Ferreira: the participants consisted of three men and six women who want to engage in future workshops and in the future to share knowledge with neighbours. The very recent nature of these outputs (just prior to this report) mean that there is not yet data for an outcome assessment, as at the time of finalising this report.



Figure 60: workshop on reed mats for shading devices

Additional showcase outputs (early stage): the Match & Ignite initiative also promoted three installations in Mouraria Creative Hub (HCM) as showcases of sustainable solutions for the historic urban area of Mouraria with potential to be replicated in the neighbourhood. The solutions included a green wall, a photovoltaic panel installation and a street art mural. The outdoor courtyard of HCM displays an artwork by a street artist (GColors) who painted a mural inspired by Nature 4 elements (air, water, fire and earth) as a homage to environmental sustainability to be promoted in historical neighborhoods. To demonstrate how historical urban areas can reach Nearly Zero-Energy Building (NZEB) goals, the building's zinc roof has received a solar photo-voltaic (PV) installation and finally a new living wall was planted in a small patio to mitigate the heat island effect which is common in dense areas like Mouraria. Similar to above, the very recent nature of these outputs (just prior to this report) mean that there is not yet data for an outcome assessment, as at the time of finalising this report.



Figure 61: art mural, PV roof installation and green wall

Next Steps

Another Sprout Tank initiative will take place before the end of 2024. It will promote the Mouraria Creative Hub (MCH) as a showcase for sustainable solutions for the historic urban area of Mouraria as a “match and ignite” innovation action.

The solutions will have the potential to be replicated in the neighbourhood, and will include handcrafted shading devices, evaporative cooling devices for small plazas and art installations made of bio based materials.

The students showed a willingness to participate in other events in collaboration with local government to increase the impact within the community: over 80% reported that they would like to participate again in another urban regeneration event in Colina do Castelo.

“We would like it to be used again to promote conviviality among the local community.”

Students participating in the Mocathon

*“I think it's **very important that there should be more projects of this kind** and that involve people from other courses, to share ideas because each one will have a different vision.”*

Student participating in the Mocathon

3. HUB-LEVEL EVALUATION

3.1. REFLECTIONS ON SUCCESSES, RISK AND RECOMMENDATIONS

The Hub team and stakeholders find several successes and obstacles that are likely relevant to replicating and / or scaling the Actions, either in the HUA or in Follower Cities:

Implementation

What went exceptionally well

Student participation: both C40 competition editions (Mouraria, Alfama) have had a significant number of students enrolled.

Sponsorship: Mocathon was sponsored by Portuguese and foreign commercial firms, and a new partnership was established with the parish of Arroios during Mocathon.

Ceramics as an asset: the pop up showed that ceramics is a cultural asset of Castle Hill, making visible the strong expression of this area of creative industries, and the potential for creating a brand image based on cultural heritage and current production.

Community focus: the accelerated projects have a strong focus on community creation and the development of community networks that can increase community involvement in solving the problems of Colina do Castelo, while also boosting the social inclusion of migrant communities.

Accelerator-stakeholder relationships: the relationships created between the accelerated projects and the territory's stakeholders have been strong, enabling not only the development of current projects but also the creation of new ones.

Partner synergies: in accordance with the HUB-IN Lisboa governance model and the creation of the Colina do Castelo friends network, a group of local stakeholders was set up, made up of more than 40 persons, including few local residents and mainly local organisations with a representative presence in the area. This group has been working together on a regular basis, with the aim of creating synergies between and among local organisations. Through this partnership work we are currently working in a comunitary action plan to guarantee the safety and sense of security of Mouraria neighbourhood.

What did not go to plan

Isolated communities: one of the unexpected negative results is the lack of participation in general. We found a lot of local smaller cultural communities with very little interconnection with others.

Municipal collaboration: there are still barriers to overcome, to improve collaboration between different municipal departments as well as between municipal administration level and civil parish administration level.

Resource constraints: the lack of human resources and overload of operational activities of the local administration at civil parish level, limits the possible collaborations to establish for the development of innovation projects in public spaces.

Major turning points

Lack of a critical number of local applicants: in the case of the acceleration programme (Action 2), we had initially planned to scout out innovators and entrepreneurs who mostly lived in Colina do Castelo. Although the focus remained on solutions with a social, environmental and heritage impact in the Colina do Castelo area, it was soon realised that the neighbourhoods in this area did not have the critical mass of people with the right profile to join the acceleration programme (a population that was not very entrepreneurial, was ageing or focused on traditional small businesses with little capacity to innovate). There was therefore a need to adapt the methodology and open up the programme to entrepreneurs from other territories. In this new context, a portfolio of national and international entrepreneurs came together and

worked collaboratively to respond to local needs.

Unexpected barriers to space: for Pop Ups (Action 3) and Sprout Tank (Action 4), both actions depended on agreements and the granting of spaces by the Municipality of Lisboa in the first case and by the Santa Maria Maior civil parish council in the second. Since it wasn't possible to use these spaces, the actions had to be reformulated. While in the first case, instead of realising the Pop Ups in an empty building of heritage value, they were transformed into more temporary Pop Ups distributed throughout the territory, in the second case it was possible to exploit a vacant public space of heritage value (Patio do Moca - former municipal washhouse) in the adjacent civil parish of Arroios.

Risks and issues encountered

Parish boundaries can limit participation: for Action 1's mapping activities, despite interest, councils could not cooperate fully due to only a partial territorial overlap with the pilot area and a lack of resources.

Relevance of applicant's ideas: for Action 2 (De-incubator): 45 ideas / projects were received from national and international applicants, teams or individuals, at different stages of development and not always aligned with the challenges of HUB-IN.

Community fatigue: although crucial, the community involvement has been a challenge for all the projects, as there is a strong mistrust. This is a territory that has been the target of several projects to integrate the migrant community and regenerate the social fabric, many of them carried out by non-profit organisations and using subsidies from various state institutions. These projects end up not continuing because the grants are not constant. So the community is reluctant to get involved in yet another project that they feel will not continue. To mitigate this in the future, there was a strong focus on the financial sustainability of accelerated projects, in order to reduce their dependence on public funding.

Desired impact

Overall assessment

Action 1 "Ignite the Hill"

Although with a bit of effort and not the expected full results, activities in action 1 are still contributing to stimulate cultural and creative industry as the creation of connections either through the mapping (and connected sub-activities) and, in the end, the pivoted new activity around the creation of a web app that might become a digital Hub to reinforce connection between local businesses and the creative sector.

Action 2 "De-Incubator"

Through the acceleration programme, eight new projects have been created, with five products and services to be launched onto the market that are part of the creative industries and that have as main asset the preservation of cultural heritage as well as the improvement of quality of life for local communities.

Action 3 "Colina do Castelo Pop Up Space"

By creating the Pop Up, it was possible to generate synergies between the creative entrepreneurs who have their businesses on the Castle Hill, showing the artists and visitors to the Pop Up the richness of the historical ceramics heritage as well as the artistic work currently being produced, thus contributing to the stimulation of cultural and creative industry and preservation of cultural heritage.

Action 4 "Sprout Tank"

The activation of the initiative Knowledge Sharing Communities (focused on climate-neutral historic neighbourhoods through the challenges launched in the C40 "students reinventing cities" competition and local workshops) constitutes a very relevant basis for greater sustainability and resilience of communities with potential

improvement in their quality of life. In addition, the Sprout Tank programme reinforced these processes of innovation through the student community and tested its first activity of re-using and re-adapting urban spaces of heritage value, thus contributing to the preservation of cultural heritage and to the sustainability and resilience of local communities.

Unexpected outcomes or impacts

Engagement on Castle Hill network: the lack of engagement of Castle Hill's stakeholders: locals, entrepreneurs, creatives and residents, hinders the development of a strong network that produces relevant information for the development of the Hub.

Stakeholder fatigue: some stakeholders become disengaged, unresponsive, or less active because they are overwhelmed or overburdened by too many requests for feedback, involvement in too many initiatives, or ongoing participation in decision-making processes.

Networks

New contacts and connections in the Hubs' Governance model

The implementation of the Lisboa HUB-IN action plan has in practice been a way of activating the governance model of the Colina do Castelo innovation and entrepreneurship Hub. The Lisboa Hub's governance model has evolved in a very informal and organic way. As we have been developing actions, we have been involving different actors who are potential partners of the advisory committee.

Academia: an example of this is the [Lusófona University](#) and the [Faculty of Fine Arts](#), which actively participated in the Sprout Tank Mocathon activity. The expansion of collaborations with various partners and municipal departments cuts across all the actions in the HUB-IN Colina do Castelo Plan.

Public sector: the intensification of collaboration with the parish councils of [Arroio](#) and [Santa Maria Maior](#) is also a way of consolidating the interest of these organisations and their participation in the HUB advisory committee.

International networks: also within the scope of Action 4 ("sprout Tank"), collaboration with the international network of [C40](#) cities within the scope of the [Students Reinventing Cities competition](#) has been of great importance for HUB-IN Lisboa's activities to gain scale and visibility, thus laying the foundations for future partnerships and sponsorship.

Organic activation of a HUA network: the [Fellows of Colina do Castelo](#) (HUB-IN Lisboa Governance model structure) has emerged very organically and as a result of the links and partnerships that have been consolidated.

Community groups: HUB-IN Lisboa currently participates in a community group in [Mouraria](#), with around 30 local organisations, which meets regularly to work on problems in the area. This group has been serving as an incubator for the operational platform of Fellows of Colina do Castelo.

Synergies with partner programmes inside / outside the HUA

There is an increase in synergies between various programmes, which are accelerating the impact of HUB-IN Lisboa on Castelo Hill:

Mouraria Creative Hub: we would highlight the direct links to the Mouraria Creative Hub - HCM (formerly known as the Mouraria Innovation Centre) and its programming. Most of the workshops organised by HUB-IN Lisboa were done in conjunction with the HCM's objectives. The survey of the creative industries developed as part of action 1 of HUB-IN Lisboa completes and expands on a first survey carried out by the HCM.

FAB Lab: the Lisboa FAB Lab's programme is linked to Action 4 (Sprout Tank) of HUB-IN Lisboa, namely in its support for the manufacture of urban furniture developed at the Sprout Tank - Mocathon (Action 4).

Lisboa City Council's Urban Planning department: across the board, the Detailed Plan for Colina do Castelo served as the basis for the delimitation of the HUB-IN Colina do Castelo intervention area, which has facilitated synergies and collaborative work with Lisboa City Council's Urban Planning department.

Academic institutions: the academic institutions that have collaborated with the Sprout Tank programme have recruited students for the activities and, in some cases, have aligned their curricula so that they can respond to the challenges set by Sprout Tank.

Private entities and programmes: the search for collaboration and articulation with programmes run by private entities has received particular attention, especially in the context of Sprout Tank and the synergies explored with start-ups in photovoltaic solutions, sustainable mobility and biomaterials.

C40: the synergies with the C40 Students Reinventing Cities programme and the Green and Thriving neighbourhoods programme have been very impactful and have already materialised in the participation in two international competitions, which have resulted in almost 30 proposals for intervention in the territory.

Lisboa municipal police: as part of the Colina do Castelo friends group, a collaboration is currently underway with the community prevention group of the Lisboa municipal police.

Knowledge (and transferability)

Potential to replicate in the HUA or other cities

High potential, by design: the potential to replicate the actions already implemented or ongoing by HUB-IN Lisboa is quite high, both in terms of their scalability to other neighbourhoods in Lisboa and their replication to other cities from HUB-IN Alliance.

In fact, most of the activities presented in the HUB-IN Lisboa Action Plan were designed not only with the aim of creating a direct impact on the territory, but also as a test of intervention programs that could be improved and repeated later in Colina do Castelo's neighbourhoods or replicated to other neighbourhoods.

Of all the activities developed, the acceleration program (Action 2), the Pop Ups (Action 3) and the Sprout Tank (Action 4) are those that have the greatest replication potential as they present innovative methodologies that are being developed, monitored and improved.

In fact, it is based on this principle of developing programs / initiatives with continuity, which underlies the technical and financial sustainability that we intend to leverage for the HUB-IN Lisboa beyond the timeframe of the HUB-IN project.

Recommendations to other cities

Actions are dynamic and must be able to adapt: first of all, it is important to emphasise that the Action Plan must be a dynamic document with the flexibility to adapt the planned actions to the existing reality during the implementation phase. Although the objectives and expected impact are defined during the design phase of the action plan, it is essential to adapt the initially planned methodologies to the difficulties encountered (see for example the Turning Points above, including barriers to accessing space in Actions 3 “Pop Up” and Action 4 “Sprout Tank”).

Tailor your stakeholder engagement strategies: one of the main takeaways, which cuts across all the actions carried out, concerns the need to adapt stakeholder engagement strategies to suit different socio-professional, age and social groups. The type of activities developed to attract stakeholders must be carefully designed to ensure maximum impact and buy-in from local agents.

Collaboration can offer access to isolated / disengaged communities: it was also found that it is extremely difficult to reach local communities and residents, which in themselves are quite heterogeneous in this area. For example, in the case of the Mouraria neighbourhood, there are more than 70 different nationalities of residents with very different cultural patterns. Collaboration with local associations already in contact with these communities is essential to mitigate problems of community involvement and participation.

3.2. COMMERCIAL SUSTAINABILITY

The Hub has leveraged its partners and evidence-building to unlock €125,000 of funding / investment towards its Actions in the HUA (based on estimates of upcoming funding rounds):

- **€25,000** municipal budget estimate for HUB-IN funding in 2025
- **€100,000** municipal budget estimate for HUB-IN partners FABLAB and Mouraria Creative Hub

The focus of the Hub's accelerator is primarily on early stage foundations: facilitating networks, new innovators and experimental collaborations. As such, the entrepreneurs have not attracted investment at this early stage.

One additional input thing the Hub has been able to leverage is some light resources in the form of time and "contributions in kind" (materials used - see Action 4 "Sprout Tank"). In the Sprout Tank knowledge sharing workshops there were several comments stating interest in learning more about HUB-IN and associated organisations /projects in the HUA - this interest and engagement could perhaps in future be used to leverage further resources, collaborations and - if enough interest is generated - investments in future.

3.3. CONTINUAL IMPROVEMENT

Summary Learnings and Next Steps

In each quarterly review the Hub team digests the main points of their review, distils the overall learnings and decides on the priority next steps to be taken.

Category of Learning	Problem / Success	Impact	Next Step
Stakeholder engagement	The lack of involvement, specially in physical events and activities, was/is one of the biggest struggles that we faced during the development of HUB-IN Lisboa activities	lack of participation in various activities and decisions	Reinforce actions regarding awareness of HUB's existence and strengthen communication strategy - web app
HUB-IN Lisboa Value proposition	Building programmes Vs initiatives	By developing programmes such as Sprout Tank and the accelerator programme, we tested methodologies that can be improved. As well as creating immediate impact, we are building our value proposition as a Hub.	Looking for new funding and public-private partnerships
HUB-IN Lisboa Governance	Integrated actions have a catalysing effect in which the whole is greater than the sum of the parts.	Positive impact on stakeholder involvement and synergies with other HUA projects	Consolidation of the governance model and search for new funding opportunities
Student participation in HUA problem solving	Through the Mocathon was noted the students' innovative capacity and potential community engagement	Increasing critical mass, creativity and innovation in addressing the region's challenges	Innovation programme which brings together academia and local players
Community participation	Need to increase community participation and involvement - across all activities	Weak involvement of the local community in some events held	Integrate community mediators into the project who can effectively reach out to the populations and adapt events to the interests of the communities, even if it is necessary to deviate from the objectives initially set

Category of Learning	Problem / Success	Impact	Next Step
Heritage knowledge and interest	Publicising and promoting existing ceramics activity and creating a brand image for this sector of the creative industry	Growing Interest around the historical ceramics and other cultural and immaterial heritage assets of the HUA	Through Pop Up and other activities disseminate the ceramics brand of Colina do Castelo as well as other cultural and immaterial heritage assets of the HUA
Tactical urbanism and innovation: new uses to old spaces	Ensuring community involvement. Ensuring a future commitment on the part of the entities managing the space (parishes) to continue reusing the space and collaborating with local communities	Low impact on communities	Mapping empty spaces in the territory, building reuse commitments with the organisations involved and seeking new funding for new editions.

Table 6: summary learnings and next steps in the HUA

3.4. FUTURE MONITORING / BENEFITS REALISATION

The HUB-IN programme ends in early 2025, and with it the formal requirements for monitoring.

The programme's monitoring reports are based on data available at a suitable "snapshot in time" a short period prior to its conclusion, to enable evaluation. Though the programme will no longer have any formal impact assessment after it completes, this does not prevent evaluation continuing in the HUAs.

Monitoring plans are still replicable by the cities in future years should they wish, or at regular intervals, in order to evaluate changes since the first "pre-" baseline or to compare with the first version of any replicated Actions. This continuation of monitoring depends on each city's appetite, as well as relevance of the monitoring plans after considering how the Actions have evolved, and whether any tweaks or replacements are needed to accommodate emerging needs of investors, decision-makers and beneficiaries.

Cities may therefore want to stay adaptive and refine their monitoring needs as Actions evolve.

For example, in the city's D5.2 Adapted Monitoring Methodology, there are baselines and / or plans for assessments that were not relevant in the final report - this could be for example because objectives evolved, or programme timelines are too short to detect changes, or practical constraints, or other reasons.

This could reference bring in some of the unused original plans for:

- *Growth in number of CCI organisations active in the HUA:* relevant to Action 1 (Ignite the Hill network in Colina do Castelo), it is too early to see increases in the number of CCI organisations in the HUA. As the apps and networks launch and scale, this may become something that can be investigated (due attention will need given to determining HUB-IN additionality, beyond existing trends).
- *Growth in number of CCI innovative projects in the HUA:* as above.
- *Network Focus Groups:* once the Hub's proposed apps and networks are launched, participants could explore key themes including changes in: perceptions of the entrepreneurial value of cultural heritage; network strength (density, diversity, spontaneity, value); quality of knowledge exchange; levels of cooperation; etc.

Alternatively, the future interventions in the HUA may require new forms or focus in monitoring, and city teams will best be placed to refine this as they go. Existing databases (baselines) and partners can be valuable for robust and cost-effective monitoring. Key principles in impact assessment include relevance and proportionality, so as HUA Actions and strategies evolve then so too might the approach for monitoring, in order to provide practical and meaningful insights to "prove and improve" the Hub's impact over time.

4. APPENDICES

4.1. THE PROJECTS SUPPORTED BY ACTION 2 DE-INCUBATOR

aRoundtheNeighborhood



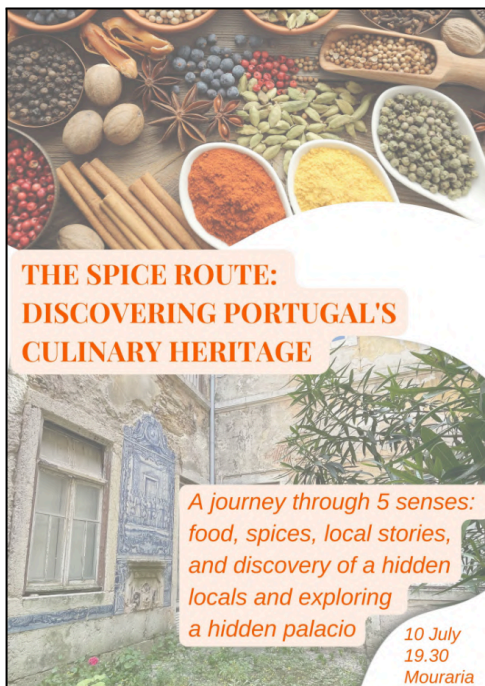
There are secrets that are disappearing, perhaps forever, like the stories behind the names of the neighbourhood's streets.

This product invites us to explore a route, using a digital platform for the Intangible Cultural Heritage of the Colina do Castelo, that will make the stories accessible in seconds, with the involvement of the community. It allows people to experience the history, community and atmosphere of the neighbourhoods.

*"We are **mapping historical heritage sites** that are significant to the neighbourhoods, surveying the Intangible Cultural Heritage of the Colina do Castelo neighbourhoods, creating a **digital repository** of the information collected and using QR Code technology and information boards applied to street furniture to access the information collected, both digitally and analogue."*

Participating entrepreneur

Beam me up to



A project that launched several products and services to benefit various stakeholders in Mouraria.

The "Colina do Castelo Experience Box" offers a curated taste of the neighbourhood, featuring local artisans. This box is currently available for trial and will soon be in stores, providing a new sales platform and customer base for these artisans. This online platform provides a space for diverse neighbourhood projects to share their stories and initiatives, fostering a stronger sense of community within Mouraria.

The "Mouraria Experience Gatherings" are events that combine local talents and activities. These gatherings offer a deeper connection with the neighbourhood for "explorers" (tourists, expats, and Portuguese residents) compared to traditional tourist experiences. Initial feedback suggests a strong market potential for these immersive experiences.

The "CineBites" - Cross-Cultural Film Feast experience is not yet launched, but the collaboration with Cinalfama promises similar positive impacts. This event series will combine food and film, fostering a vibrant cultural exchange.

"Consumers discover unique local products while supporting small businesses. The project adds plus value to artisans with enjoyable tools and its digital magazine. In the digital magazine from our GeoTool to around the neighbourhood project, many different projects have opportunities to express their story."

*"These events benefit the neighbourhood by creating a **platform for local talents to showcase their work and generate income**, while explorers gain a richer experience and lasting memories. Both organisers and participants benefit from a focus on core strengths and mutual promotion, creating a circular economic model."*

Participating entrepreneur

Conversational Kiosk



A service that activates new relational channels of communication and possibilities for collaboration between residents and tourists, through conversations that start from different points of view, on the preservation of cultural heritage for Colina do Castelo.

*"We have started testing **a prototype to establish better communication** channel between the residents and the visitors to Mouraria"*

*"Basically the output generated is the groundwork of the project. This first milestone will **help for a successful continuation**. No revenues or sales generated but engaged with a high number of users."*

*"Our project is **not commercial but social in nature**, which is why I see the tests and interventions we carried out with our target audience (residents and visitors/tourists) as services launched. These interventions included: a ceramics workshop, a series of interviews with residents and a community gathering/dinner with conversations through the arts."*

Participating entrepreneur

Convidarte



This is a team of social curators and creative producers. A cook, a tour guide, a sculptor artist and a surgeon, all of them with a passion for social innovation, met at HUB-IN Colina do Castelo and start merging pieces of tiles with the lives and stories of residents and visitors.

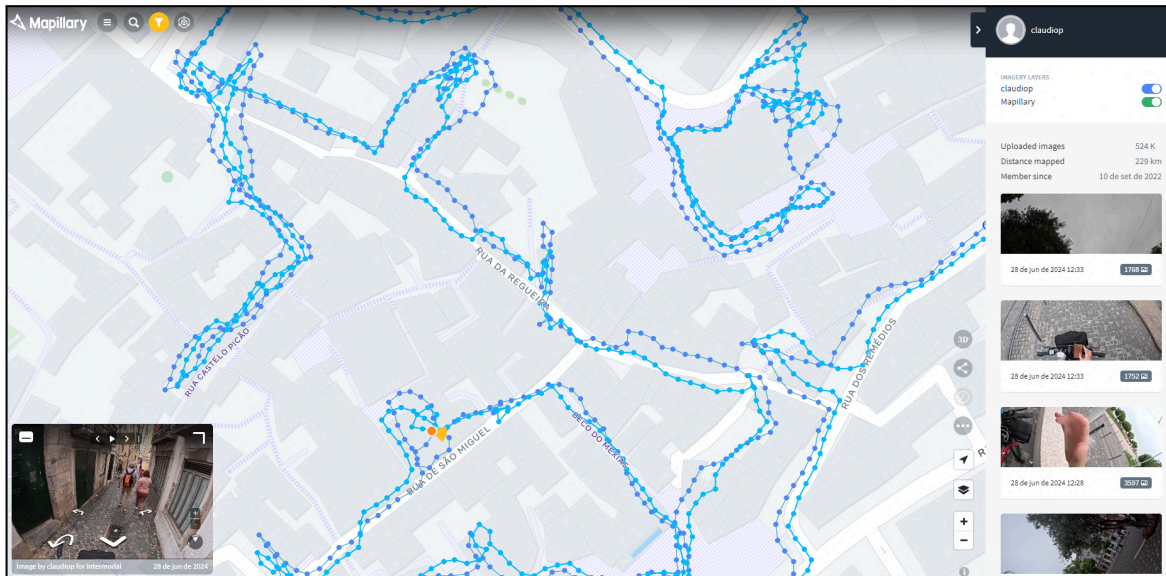
They open up new paths on the Hill, giving colour and creating new meanings to the Social Mosaic, through stories co-created with those who live, work and visit Colina do Castelo.

*"We **connected with people in the neighbourhood who were interested in telling stories** about their lives. We created part of the tourist route in Mouraria and the web-app to organise tours."*

[What we do is] get stories from people who were / are important to the neighbourhood, co-creating and restoring the neighbourhood together with the residents."

Participating entrepreneur

Intermodal



Optimising routes for people with reduced mobility is a key point for inclusive living. The aim of Intermodal is to map accessible routes and make them available in open data format.

"Accessibility solutions, involving the community and integrating technology for more inclusive travel.

*A space that is suitable for both habitation and tourism has to be recognisable, it has to be a stage for good mobility. Neighbourhoods is an experience of **visualising what exists in the Castle from the perspective of mobility, inclusivity and sustainability.**"*

Participating entrepreneur

PLAY(THE)GROUND



The power of art to transform social realities, including involving residents in culturally diverse geographies and promoting a sense of community.

The art collective Play(the)Ground, aims to transform neighbourly relationships and forms of community participation, creating cohesion and social inclusion.

*"The aim of PLAY(THE)GROUND is to develop **multidisciplinary artistic residencies** on the Castle Hill, bringing together artists and the local community to create projects based on the experience of the territory, and taking advantage of the local heritage (material or immaterial).*

*In the end the **learnings are shared** with knowledge and innovation centres (universities, Innovation Centres, etc.)"*

Participating entrepreneur

Palácio das pipocas

A service that aims to open the doors of houses in Colina do Castelo to welcome travellers who are accompanying a family member undergoing temporary hospital treatment and have nowhere to stay.

*"The creation of this social, empathetic and innovative project was **born out of a conversation** on the Colina do Castelo."*

Participating entrepreneur

Unspecial Tours



Driven by the desire to include people with special needs and reduced mobility, the purpose of this service is to create conditions so that blind people can visit and experience tourist destinations and cultural heritage to the full, not as special people!

*"**Inclusive local experiences** that meet the needs of people with mobility and visual impairment, that enhance cultural heritage and benefit the community. Overcoming accessibility barriers by creating innovative and inclusive products."*

Participating entrepreneur

Angelina na Colina

Angelina did a research project on loneliness. It is a subject that particularly interests her as she is an elderly person who lives alone. In the Colina do Castelo area, there is a risk of loneliness, not only among the elderly, but also among some of the migrant community who are not integrated. She made some interesting observations, which she shared with her colleagues as food for thought. During the accelerator programme, she didn't come up with any products or services that could respond to this problem.



Funded by the Horizon 2020 Framework
Programme of the European Union

D5.3 Evaluation Report

Nicosia

October 2024



Funded by the Horizon 2020 Framework
Programme of the European Union

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HOW TO CITE THIS DOCUMENT

Kyriakou M., Pastides A., Taylor C.,
Theocharous C., (2024). Evaluation Report
(Nicosia), HUB-IN project - Hubs of
Innovation and Entrepreneurship for the
Transformation of Historic Urban Areas
H2020-SC5-2019, GA 869429.

PROJECT INFORMATION

Project name: HUB-IN
Grant agreement number: 869429
Project duration: 2019-2024

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STATEMENT OF ORIGINALITY

This deliverable contains original
unpublished work except where clearly
indicated otherwise. Acknowledgement of
previously published material and of the
work of others has been made through
appropriate citation, quotation or both.

ABOUT HUB-IN

MISSION

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment.

The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs and is fully aligned with the international agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Belfast, Braşov, Genova, Grand Angoulême, Lisbon, Nicosia, Slovenska Bistrica, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main areas that hold potential for the Hubs' sustainable transformations: 1) Cultural and Creative Industries, 2) New lifestyles and 3) Endogenous Natural & Social Resources.

VISION

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

CONSORTIUM



Δήμος Λευκωσίας
Nicosia Municipality



Belfast
City Council



Cyprus
Energy
Agency



Agency of Braşov for the
Management of Energy and Environment



Infrastrutture Recupero Energia
Agenzia Regionale Ligure



Universiteit Utrecht



LISBOA e-nova
AGÊNCIA DE ENERGIA E AMBIENTE DE LISBOA



CrowdfundingHub



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1. INTRODUCTION

1.1. SNAPSHOT SUMMARY

Action 1: Setting the Digital Stage

Development of a platform for Cultural and Creative Industries information, layered on the digital twin.

Action 2: Heritage Walks and their Twins

Design and implementation of different walking routes within the walled City, highlighting cultural and creative elements.

Action 3: Activations of the Hub - Interacting and Engaging

Upskilling and immersive experiences to promote the HUA to locals, visitors and tourists.

Action 4: Creation of a CCI Start-up Accelerator Programme

Support capacity building in business, finance, and marketing for entrepreneurs.

Stakeholder views:

"I got to know places I didn't even know existed. I will go again with family / friends."

heritage walker

"[Why did I accept the invitation to contribute to the HUB-IN project?] Great satisfaction in the transfer of knowledge and creation regarding the art."

activation workshop host

"After the experience at HUB-IN, I can develop similar actions with other organisations."

professional tour guide

"Many of the participants indicated that they should continue the program because they discovered their own hidden creativity."

activation workshop host

Early numbers:

1,000+

Heritage Trail walkers signed up to experience one or more of the ten Heritage walks in the HUA

9 in 10

of Heritage Walk respondents (93%) live in Nicosia but outside the city walls (knowledge retention)

86%

of Heritage Walk respondents increased awareness of local Cultural and Creative Industries

82%

of Activation Workshop respondents intend to dive deeper into local arts and traditions as a result

77%

female representation out of the Heritage Walk respondents, with most walkers coming either alone or with a partner

75%

of people registering for Heritage Walks attended one or more (and many cited insufficient knowledge about Nicosia's culture).

68%

of Heritage Walk respondents reported improved accessibility and social inclusion, though barriers remain

64%

of Activation Workshop respondents intend to join creative and cultural groups in Nicosia due to their experience

54%

of activation workshop respondents reported increased sense of pride, one of the Hub's objectives for the HUA

over half

of Heritage Walk respondents intend to participate in more local events / initiatives as a result of the walks

50:50

split (approx) between those aged under 45 and over 45 on the Heritage Walks, indicating interest across age groups

15

local professionals, experts, and old Nicosia-lovers were invited to propose Heritage Walks, and six successfully submitted

10

Heritage Walks launched, ranging from Middle Age history to multicultural futures and more

4

creative workshops organised and hosted for Activating the Hub, catering to kids and adults

3 in 4

Heritage Walk respondents (75%) plan to tell family and friends what they learned, (knowledge dissemination)

1 in 3

Heritage Walk respondents plan to visit the HUA more frequently as a result of the walk

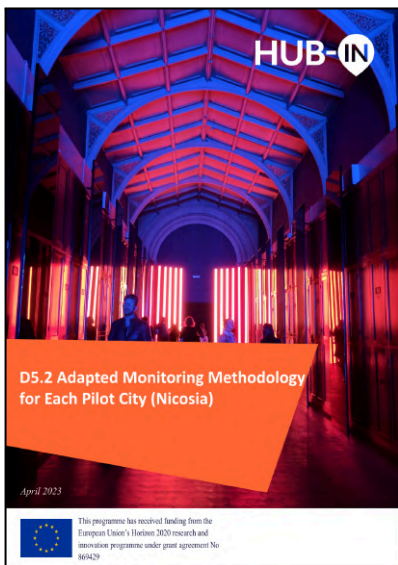
1.2. OVERALL OBJECTIVES OF THE HUB



As per Nicosia's Innovation Action Plan,¹ the Hub Action Plan is located in the so-called Walled City, the historic part of Nicosia enclosed within the Venetian Walls. The Action Plan aims to regenerate this area, thus enhancing life in the divided city, promoting new ideas and inspiring innovation across various sectors.

To do so, it has designed four Actions that will focus on promoting and scaling-up the Walled city's Cultural and Creative Industries community and local businesses, whilst contributing to the connection and well-being of the community and the enhancement of the tourism offer and the visitor's experience:

1. Setting the Digital Stage (digital twin)
2. Heritage Walks and their Twins
3. Activations of the Hub - Interacting and Engaging
4. Creation of a CCI Start-up Accelerator Programme



As per Nicosia's Monitoring plan,² the city's prioritised outcomes were:

- Increased awareness on presence of CCI & their interconnections
- Improved knowledge of the HUA's history for residents, visitors, tourists
- Improved skills and training in old and new methods
- New products, services and collaborations in CCI

The Hub's logic model can be seen below in Figure 1.

To avoid duplication, methodologies and content covered in previous HUB-IN documents such as the Action Plan are not replicated here - consult those documents for details, available at <https://hubin-project.eu>.

¹ <https://hubin-project.eu/library>

² <https://hubin-project.eu/library>

Nicosia Hub's logic model

Colour of arrows is just to make the links visible - no other meaning

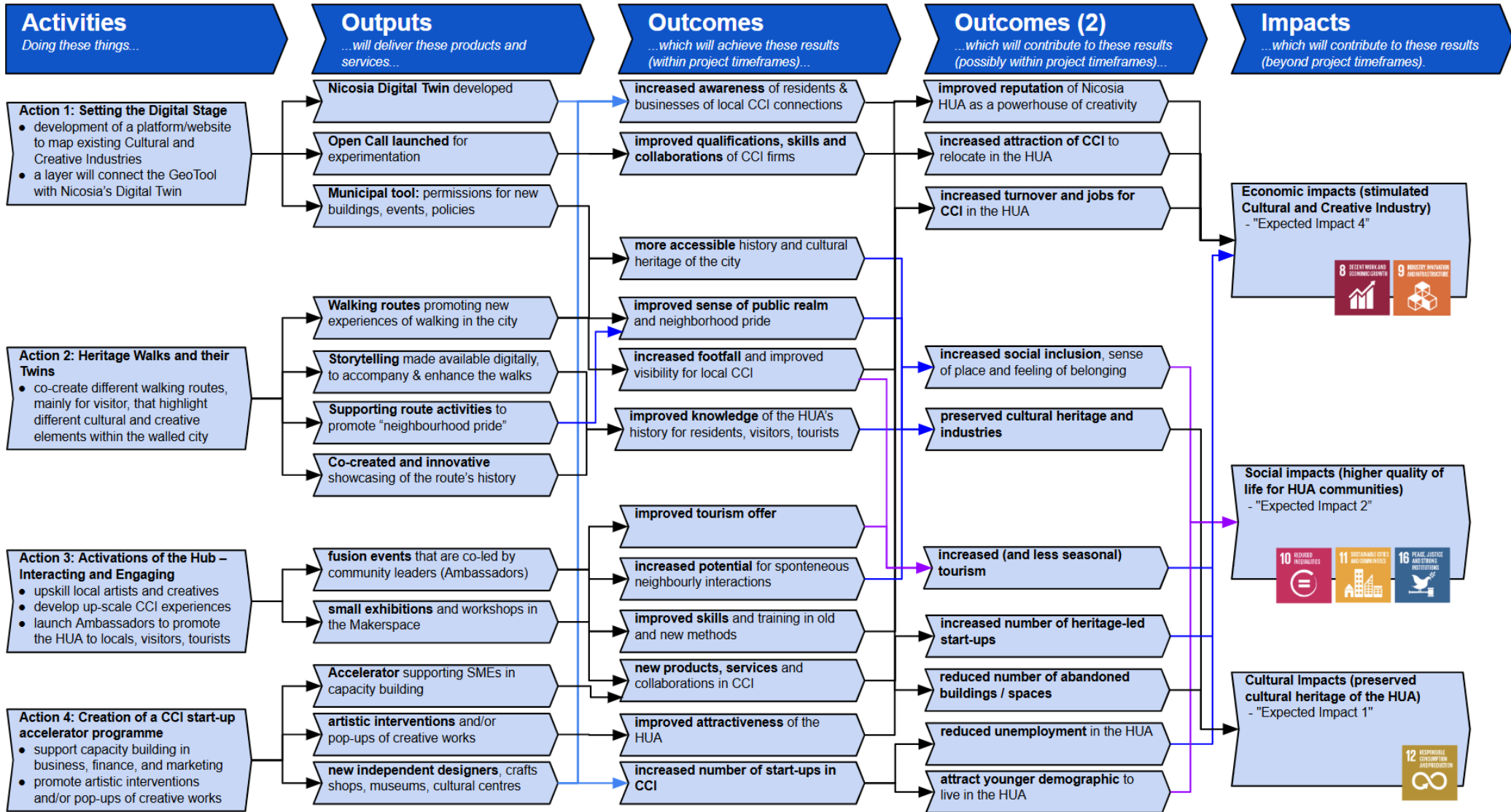
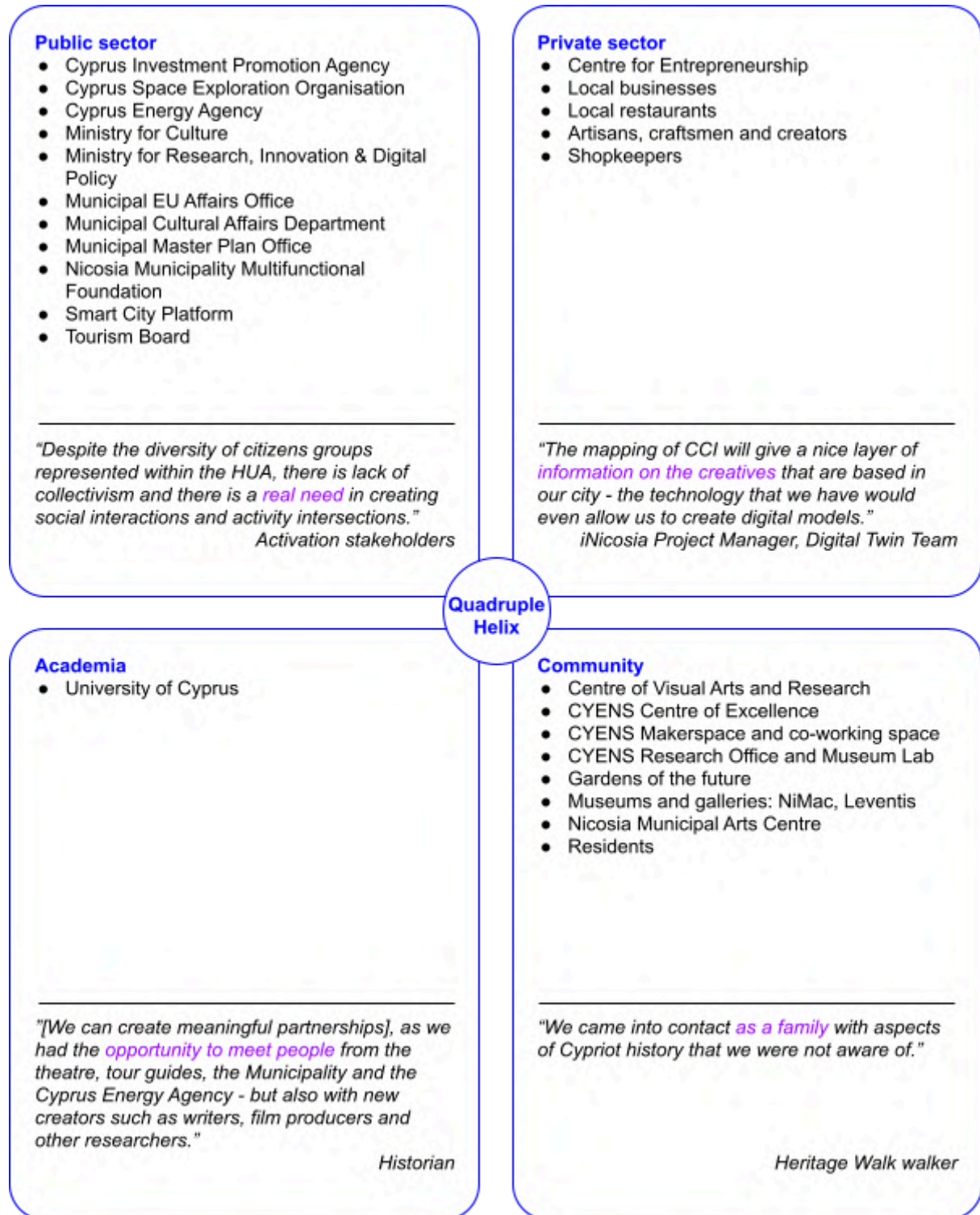


Figure 1: the Hub's logic model, illustrating the change pathways for the specific Actions' intended outcomes

1.3. STAKEHOLDER ENGAGEMENT

Stakeholders across the “Quadruple Helix” were participants in the Hub’s development and delivery:



1.4. PURPOSE OF THIS DOCUMENT

This document is a summary of the city's impact assessments to date, based on data, insights, content and commentary from the Hub team and their monitoring tools. Work Package 5 "Monitoring and Evaluation" has also provided some light support with additional commentary or presentation, but is not scoped to audit city data or findings. By intention this report is built first and foremost on the city's views and language, thereby staying true to the "voice of the city" wherever possible. Key findings will be drawn into the document D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

1.5. LIMITATIONS OF THIS DOCUMENT

A few standard notes are important in interpreting data in all HUB-IN cities:

- *determining long-term impacts from short-term projects*
Some of the regeneration actions in HUB-IN cities are expected to contribute to results in the medium- or long-term (i.e. beyond the end of the programme). The monitoring in all HUB-IN cities that is used in this report necessarily finishes before this point, at a "snapshot" in their evolution. *Therefore, early or interim findings and evidence are presented at this stage, indicating the "direction of travel" towards the expected impacts rather than prematurely assuming any final answer.*
- *finite resources*
As with all programmes, there is a finite constraint around budget and effort available to monitor. Attempting to monitor all possible outcomes, with all possible data, and applying all possible assessment techniques, is not an appropriate or cost-effective approach in impact assessments. *Instead, a handful of priority outcomes are assessed, as identified with city teams, their stakeholders, the programme and WP5's support in their document titled D5.2 "Adapted Monitoring Methodology".*
- *principles of feasibility, relevance, and practicality are important for decentralised monitoring teams*
City Hub teams are responsible for their monitoring and analysis (and are the primary beneficiaries) but do not always have access to economists, social scientists, environmental scientists, statisticians or professional qualitative researchers etc. Some do have strong backgrounds in quantitative and qualitative fields, or access to university students. This mix is expected to be similar to Follower Cities, who may have varying degrees of experience and comfort in data collection and evaluation. *Thus, the expectation is not for overly academic, lab-level research and statistics - but for practical, easily replicable approaches that make use of available data to give usable insights to the Hub teams.*
- *data constraints (sample sizes, commercially sensitive data, community trust, stakeholder fatigue etc)*
Whilst there is some leverage over contracted parties to provide data (e.g. all Accelerators were advised to make completion of pre- and post- surveys a contractual condition of the innovators receiving payment), sample sizes are highly dependent on the scale of the action and often the willingness of respondents. Much data is self-reported without scope for auditing (e.g. revenues). Stakeholder or community surveys etc will not necessarily meet the sample sizes or probability-based requirements used in academic papers for statistically significant findings or hypothesis testing. Robust techniques for this level of quality were considered (e.g. large scale professional community surveys; difference-in-difference techniques etc) but - as per the points above on finite resources and the small / short-term nature of many Actions - these did not pass the programme's or cities' requirements for proportionality, relevance and cost-effectiveness. *Thus, findings should not be taken as fully representing the larger population in the city or cross-city, but as indicative for the samples consulted. The findings therefore investigate evidence for the outcomes and inform Hub adaptations, and areas of potential future study, specific to those Actions.*

See the city's tailored monitoring plan³ for detail on the chosen monitoring techniques, data collection plans and limitations (not duplicated in this document). Key findings will be drawn into the D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

³ <https://hubin-project.eu/library>
D5.3 Evaluation Report (Nicosia)

2. ACTION-LEVEL EVALUATION

2.1. ACTION 1: SETTING THE DIGITAL STAGE

Key metadata

Action theme	Creating the Ecosystem Infrastructure Placemaking Data Collection Co-creation and Community Engagement Sustainability
Action clusters	Cultural and Creative Industries New Lifestyles Resilient and Human Connected Places
Expected outcomes <i>(city level)</i>	Increased awareness on presence of CCI & their interconnections
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 4: cross-sector collaboration, job opportunities and skills (economic)

Operational results

This report completes prior to the end of the HUB-IN programme, and at this time the Hub is still undertaking some Actions, the platform is not yet released. Therefore it is currently too early to receive data for outcome evaluation. Current insights from the Hub team are included below. As next steps, the Hub's monitoring plans in D5.2 "Adapted monitoring methodology to each pilot city (Nicosia)" will enable deeper insights as implementation progresses and data becomes available for assessing.

By leveraging the Digital Twin of the city of Nicosia - a 3D virtual replica of the real-world built environment, enriched with extensive data and advanced software tools - we are developing a platform / website. This platform will provide access to a new layer integrated into the Digital Twin, which encompasses:

1. CCIs of the Historic Urban Area (HUA): this includes cultural infrastructure, individual artists, designers, organisations contributing or potentially contributing to sector development, entrepreneurs, businesses, spaces, and other relevant elements.
2. Digital Walks from the HUB-IN Project as they were developed through the HUB-IN project, now available in a digital format.

This initiative is closely linked to the "Cultural and Creative Industries District" project, spearheaded by the municipality through its Integrated Sustainable Urban Development Strategy. The district aims to:

- *Act as a Catalyst*
Bringing together artists and individuals involved in creative industries
- *Promote Culture, Creativity, and Innovation*
Creating a melting pot for initiatives in the heart of the old city, adjacent to the Green Line
- *Stimulate Economic Diversification*
Contributing to the activation and diversification of the area's economy
- *Strengthen Existing Activities*
Supporting existing businesses, workshops, crafts, and other creative activities

Objectives of the Platform

The platform / website includes both new and existing businesses as well as creators in Nicosia (HUA), focusing on:

- *Promotion of Businesses and Creative Entrepreneurship*
Enhancing visibility and support for creative businesses and their products
- *Strengthening Cooperation*
Fostering collaboration among creative businesses
- *Stimulating Cultural and Creative Products*
Supporting not only the businesses themselves, but also the broader cultural and creative identity of the city
- *Enhancing Cultural and Creative Tourism*
Showcasing information and promoting interaction to boost tourism

This initiative is expected to provide significant benefits, enhancing the cultural and creative landscape of Nicosia, while driving economic and social development.

The development and implementation of the Digital Twin for Nicosia is resulting in several key outputs:

- *Cultural and Creative Industries (CCI) Mapping*
A comprehensive digital layer identifying more than 100 CCI's, including businesses, artists, designers, and cultural organisations.
- *Digital Walks*
Ten thematic digital walks were developed as part of Action 2 and integrated into the platform, promoting cultural heritage and creative tourism in Nicosia
- *Platform Development*
A user-friendly website, featuring interactive maps, business listings, event scheduling, and networking tools.

Process evaluation

During the co-creation process, established businesses were observed as over-represented, while emerging artists and startups were under-represented. Outreach activities are considered in order to resolve this gap.

Challenges were noted in reaching certain demographics, which will be addressed through more focused outreach and support initiatives in future iterations.

The action met its target for stakeholder engagement, with over 100 CCI's included in the platform.

Outcome: Increased awareness on presence of CCI and their interconnections

Expected outcomes include (the platform is not released yet):

- increased visibility and business opportunities
- enhanced networking among CCIs, fostering collaborations and partnerships.

Some potential challenges include the digital divide: we may face concerns by small businesses about the digital divide and their ability to keep up with technological advancements. If this issue arises, we may need to consider (with the support of the CYENS Centre of Excellence) potential training and support programs to assist these businesses in leveraging the platform effectively.

From a pre-focus group questionnaire, it was highlighted that the Digital Twin will be enriched in content and help expand the applications possible with this 3-dimensional model. This activity will inspire other thematic approaches to the information included in the Digital Twin, and the Heritage Walks (developed in Action 2) will connect the places on the map, simulating a walk through the city.

Additionally, the mapping of Cultural and Creative Industries (CCI) and the Heritage Walks will provide extra information on the tangible and intangible heritage of Nicosia. This will enhance the interactivity of the Digital Twin platform, allowing users to remotely walk through the city. This thematic geographic representation of information will enable the Municipality of Nicosia to make informed decisions on cultural initiatives and events, programming, land use, permits, etc.

The entrepreneurial ecosystem is expected to be supported through knowledge, by providing information on CCI. The Heritage Walks will encourage interaction and collaboration between CCI and relevant actors and activities. It was highlighted that the HUB-IN data is expected to support the following impacts:

- *Economic*
Attract visitors and customers to the walled city of Nicosia and highlight the unique products of independent businesses.
- *Social*
Enhance stakeholder engagement and require more interaction during data collection. The walks

and mapping categories will link like-minded businesses and similar CCI.

- *Environmental*
Inspire and increase walking in the city to discover its treasures.

It was also mentioned that the mapping will provide more exposure and publicity to CCI as people will be able to explore places remotely and in a concentrated manner. The Heritage Walks will inspire more visits to the city. The expected benefits for other stakeholders include:

- *Citizens / visitors*
They will be able to explore their city in a different way.
- *Researchers and start-ups*
They will be able to identify new opportunities within the historic centre.

It's possible to create user stories: a user can create their own itinerary and selection of places on the 3D model and then hit "play" to navigate the path. As the iNicosia Project Manager of the Digital Twin Team, stated, "The mapping of CCI will give a nice layer of information on the creatives that are based in our city - the technology that we have would even allow us to create digital models."

2.2. ACTION 2: HERITAGE WALKS AND THEIR TWINS

Key metadata

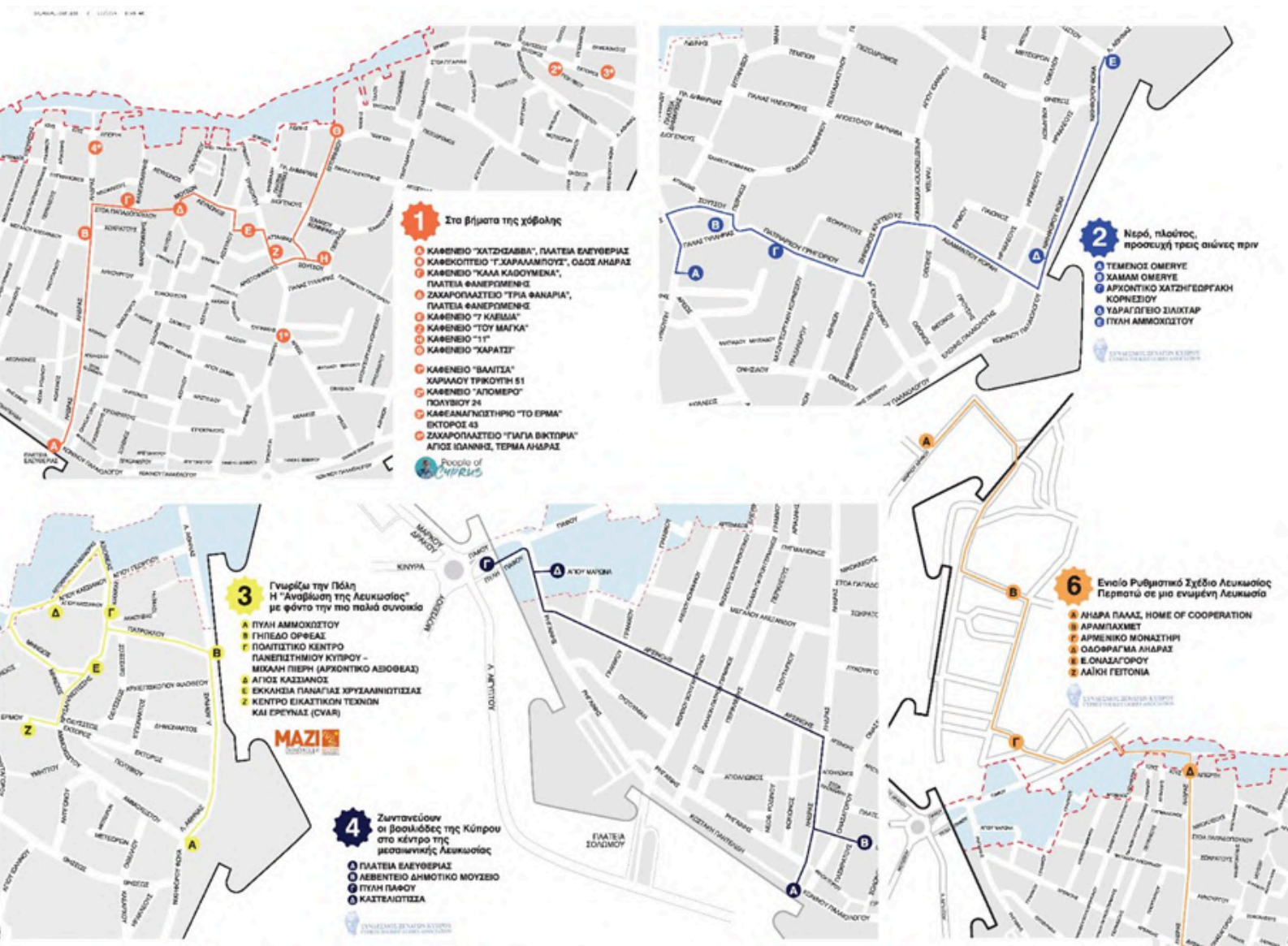
Action theme Art and Creativity

Action clusters Cultural and Creative Industries

Expected outcomes (city level) Improved knowledge of the HUA's history for residents, visitors, tourists

Expected impacts (programme level)

- 1: reversing abandonment and neglect of historic heritage (cultural)
- 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social)
- 4: cross-sector collaboration, job opportunities and skills (economic)



Operational results

Action 2 “Heritage Walks and their Twins”, launched on March 1st 2024, and continued until mid-June of the same year. Almost every Saturday within that period, five out of the ten Walks that the local representatives of the project (Nicosia Municipality and Cyprus Energy Agency) had approved, were offered to the locals and visitors of Nicosia’s HUA at no cost (see the original plan in the screenshots below).

The aim was that through these Walks the different cultural and creative elements of both tangible and intangible heritage of the city’s historic urban area would be highlighted, increasing its attractiveness and hopefully leading to increased visits and enhanced use of soft mobility / active travel.

Now that the Action is complete, the Walks’ maps will be digitised and embedded to Nicosia’s Digital Twin along with photos and information about the landmarks, for everyone to follow.

The ten Walks were:

Getting to know the city:

The timelessness of education

Friends of Nicosia (NGO)

Getting to know the city:

Transformations from the Middle Ages to today

Friends of Nicosia (NGO)

Getting to know the city:

The “Revival of Nicosia” with the background of the oldest district

Friends of Nicosia (NGO)

My Nicosia:

From its multicultural past to its multicultural future

Marios Antoniou (peace educator)

The kings of Cyprus come to life in the centre of mediaeval Nicosia

Cyprus Tourist Guides Association

Stage & Screen

Antigone Heraclidou (historian and People of Cyprus), Iliana Koulafeti (historian and heritage expert)

Heritage & Society

Costas Mavrokordatos (architect), Maria Mavrou (civil servant)

In the footsteps of the embers

Iliana Koulafeti (historian and heritage expert), Christos Michalaros (Journalist and People of Cyprus)

Water, wealth, prayer... three centuries ago

Cyprus Tourist Guides Association

Nicosia MasterPlan:

Walking in a united Nicosia

Cyprus Tourist Guides Association

Process evaluation

A good mix of individuals and groups identified as key stakeholders for the action were involved in the design of this activity. This included a historian and a cultural heritage expert (also members of the group “People of Cyprus”), two professional tour guides (members of the Cyprus Tourist Guide Association), a peace educator, an architect, a civil servant, and some members of the non-governmental organisation “Friends of Nicosia”.

The potential guides of the Heritage Walks were recruited through a targeted invitation process, instead of an open call. That was primarily done to meet deadlines in receiving and evaluating the proposed Walks, also to cover specific areas of the HUA's tangible and intangible heritage, done through diverse backgrounds - meaning we did not limit ourselves to professional tour guides, as it is usually done.

A diversity of 15 local professionals, experts, and old Nicosia-lovers were invited, and eventually, six of them submitted ten proposals in total. The Walks reached some of the target audiences, i.e; the wider public of Nicosia (with a good range of age, and residency, including people with disability), creative entrepreneurs, local businesses, schools, institutions, managers of cultural venues, etc.

More than 1,000 citizens registered for the various Heritage Walks and a good percentage of 75% attended at least one of them. It is worth mentioning that many of them returned to attend other thematic walks on the same day, or on another Saturday. The Heritage Walks have reached some of the target audiences such as the wider public of Nicosia with a good age and location range, creative entrepreneurs, local businesses, schools, institutions, managers of cultural venues.

In contrast to pre-existing tours in Nicosia, these walks were coordinated by the Municipality, which empowers stakeholders to be engaged in a very active way in the process and project. Before this intervention, the guided tours in the city were mainly organised by other stakeholders, more or less formal. Thus, this action appears as the first programmed and organised effort to run such activities coming from the Municipality. That was one of the comments received from our guides when evaluating this Action and their overall experience from the project - that this initiative is very fresh and much needed for Nicosia, not only because it promotes its history and culture, but also because of the diverse thematics it touches upon.

In early monitoring sessions, the Nicosia Hub team explored the use of any pre-existing footfall sensors or tourism data to understand changes in footfall through pre- and post- or control- and experimental-area studies. However, there are some barriers in terms of drawing insights from sensor data or tourism data that apply to areas, geographical scales and collection periods that are too distinct from the HUB-IN Heritage Walk routes. Thus, pre- and post- surveys issued to trial guides and participants serve to provide insights in line with their Theory of Change for how footfall can be driven (a more attractive area, inclusive and unique experiences etc). See D5.2 Monitoring Methodology⁴ for more details.

⁴ <https://hubin-project.eu/library>

Outcome: Improved knowledge of HUA history for residents, visitors, tourists

Heritage Walk respondents were mostly female, under 55 and from outside the HUA. Typical visitors might spend 1-3 hours in the HUA (77%), excluding the walk. Whilst the walks were not directly targeted at increasing spend, about 40% spend nothing, 60% “less than €50” and 1% more than €50 on a typical visit.

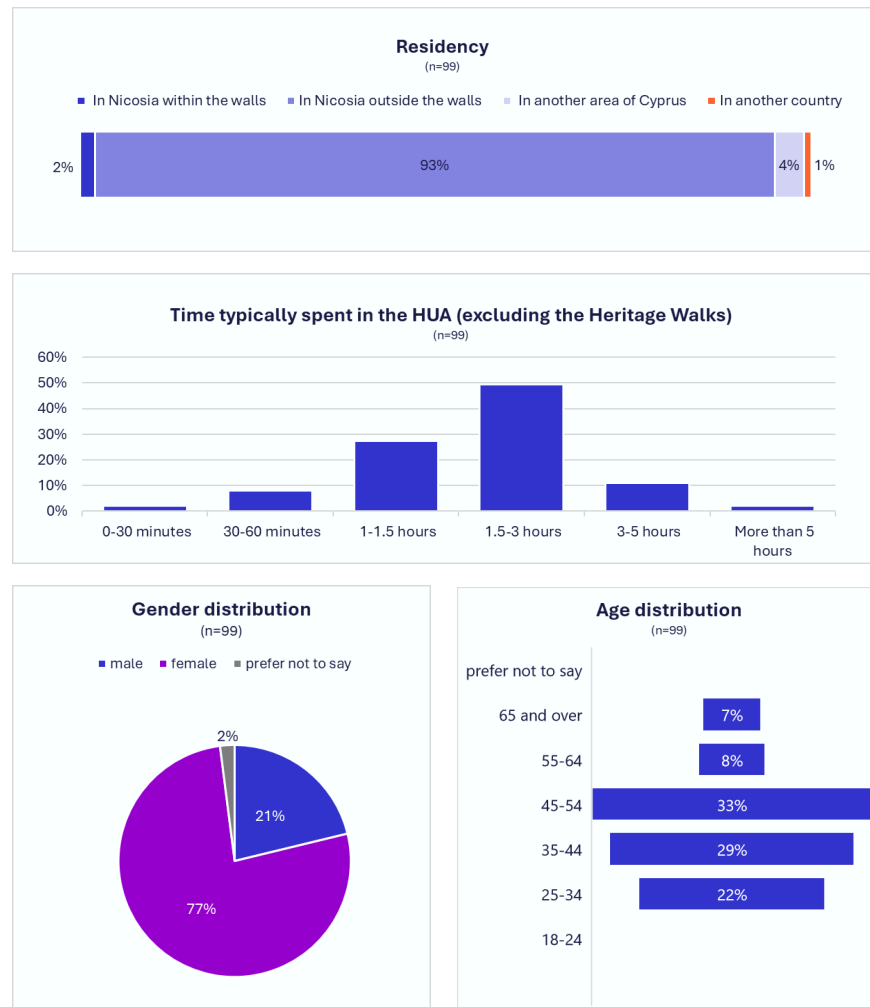


Figure 2: demographics of the walker respondents

Out of 1,186 walkers, 99 respondents returned a post-walk survey (8%), giving some partial insights into the demographics and validation of the walks. Insights are shared below (see Figure 2, N.B. limitations on sample size).

A majority from outside the HUA, yet inside the city (93%), suggesting that any resultant benefits (such as gains in awareness of heritage or CCI) will disseminate and be retained locally rather than to tourists who take any new knowledge away when they leave. 5% of respondents do class themselves as resident either outside Nicosia or in another country.

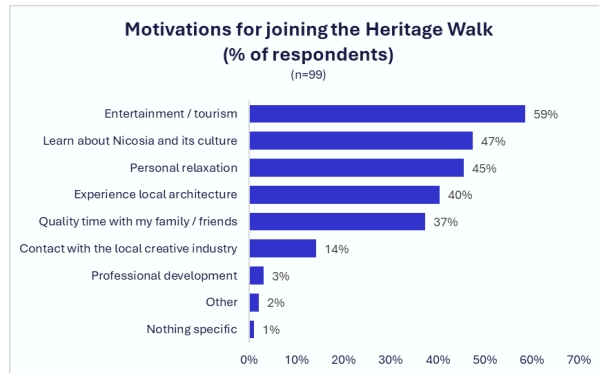
A mainly female base, with almost 80% women. Almost exactly half are below 35 and half over, with every age range reflected by respondents except 18-24 (children were not surveyed). Overall, the vast majority (90%) are younger than 55, perhaps given the exercise requirements and some challenges with street accessibility (see below).

The walks demonstrated some ability to attract new visits to the HUA that day, as only 25% of respondents stated that they would have visited the HUA regardless of the Walks: the remaining 75% would either have visited somewhere else in Nicosia, somewhere else in Cyprus or stayed home. Interesting are also the results drawn from the pre-questionnaire participants had to fill during registration, which highlight the need for such an Action within Nicosia HUA, and confirm that the goals set have been reached. According to them:

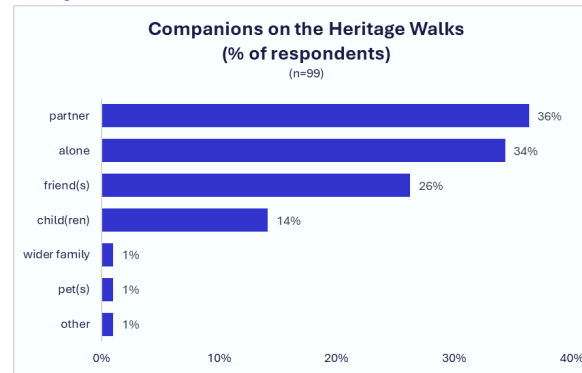
1. *there is insufficient knowledge about Nicosia's history and culture* (~60% know very little about it)
2. *people visit the area sporadically during the year* (~60% visit the area a few times per year)
3. *walking in the area is limited* (~40% walk in the HUA a few times per year largely because of constraints, such as the narrow pavements, the heatwaves, and the lack of adequate infrastructure)

Most are not initially motivated by meeting creatives but do later report that as an important aspect, as well as new behaviours inspired by the walk, for example telling family and friends about the walk, participating in more local HUA initiatives, visiting the HUA more often etc:

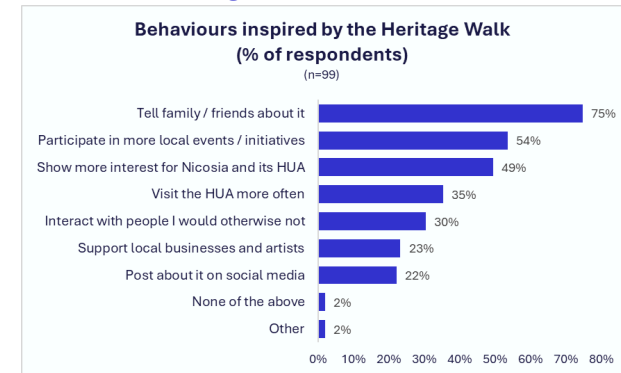
Motivations



Companions



Behavioural change



Interesting insights from the post-walk survey include that the majority of those registered to the Walks joined for some personal entertainment (59%), to learn about Nicosia and its culture (47%), for personal relaxation (45%), to admire the local architecture (40%), and for quality time with family / friends (37%). Respondents could also have multiple motivations - each having more than two motivations on average.

Relevance to replication / scaling: “contact with the local creative industry” is not high on visitors’ motivations (14% identifying it), yet feedback identified “promotion of CCI” as important *after* the Walk. Walk organisers can consider whether contact with creatives should be emphasised as an attraction, or if it has maximum impact as an unexpected discovery for walkers.

The walks were most attractive to couples and solo-walkers (36% and 34% of respondents respectively), though there is also a family element to them too: more than one in ten adults were there with their children (14%). Respondents could also select multiple companion types - on average about one in ten walkers was with multiple types (e.g. friends and family; or partner and children).

Relevance to replication / scaling: some interest expressed in the respondents’ feedback for family-friendly walks. And more accessible walks - Nicosia’s city-centre has small and narrow pavements, which makes it difficult for people with disabilities to visit and therefore join the walks. Actions on behalf of the Municipality are undergoing towards solving this issue and promoting inclusivity.

A high proportion of respondents stated that the walks motivated them to participate in more local events and initiatives (54%), dive deeper in Nicosia’s history and culture (49%), visit the city within walls more often (35%), support local businesses and artists (23%) (which happened to some extent during the walks, according to respondents) and interact further with the local community (30%) meaning to develop synergies and grow networks.

Relevance to replication / scaling: the most reported behaviour inspired is to tell friends and family (about 3 out of every 4 walkers) suggesting walkers may become willing disseminators of knowledge gained on the walks, with word-of-mouth more important than posting on social media (2%). Ideally, this can be used to encourage others to visit the walks, thus expanding their reach.

Figure 3: motivations, companions and inspired behaviours of walkers (N.B. respondents may select more than one option, so the totals will show greater than 100%)

Walk respondents also demonstrated an overall positive change in key benefits:

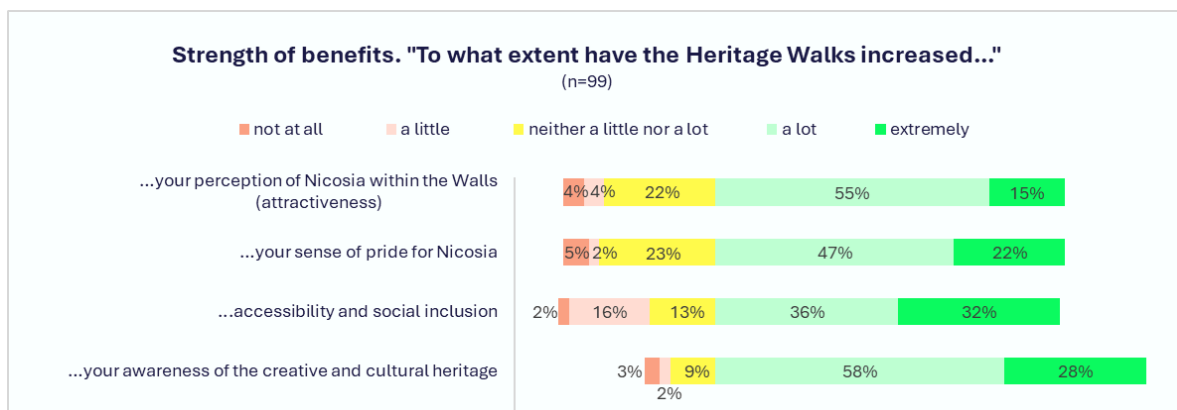


Figure 4: strength of benefit from the Heritage Walks

Main findings from the Hub team on Figure 4 include the below, with key drivers of the change attributed to the strong sense of community-based storytelling and the diversity of Walking Guides' background:

- Positive changes to respondents' perception of Nicosia and its cultural heritage** thanks to the Walks, and their sense of pride has increased dramatically (based on the post-walk evaluation survey). According to the same survey, the Walks indeed helped enhance city-visiting and promote social interaction within the HUA, also in promoting the Cultural and Creative Industry in the area. About 1/10th of the participants of the walks completed the post-evaluation survey (99 respondents out of 1,186 walkers).
- Increased walking opportunities in the old town of Nicosia, combined with storytelling.** The walks were nothing like the usual city-tours we all know. The interactivity and theatricality infused in the majority of them were the elements that stood out and caught the attention and interest of those that finally participated. For instance, qualitative data from the post-walk evaluation, refer to the walks "The Kings of Nicosia" and "Nicosia's MasterPlan", whose theatricality was reported to the Hub team as an absolute joy for kids and adults alike. Increased visiting is also confirmed from the expected behaviour changes as can be seen above in Figure 3.
- Increased visibility of Cultural and Creative Industries.** Landmarks of the Walks included many cultural and creative institutions in the area, thus participants could learn about them and come back for them, on another day, after the walk. 86% of those who participated in the post-survey reported their awareness of the Cultural and Creative Industry of the area increasing "A Lot" or "Extremely". Whether this translates into sales and revenues for the local CCI remains to be seen in the medium-term: about 1 in 4 walkers (23%) said that the Walks inspired them to support such businesses in Nicosia HUA (see Figure 3).
- Increased sense of community participation.** Insights from the post-evaluation survey show that the participants were inspired to participate in more local events / initiatives in the HUA (54%), to dive deeper in Nicosia's history and culture (49%), to visit the Nicosia HUA more often (35%), and to support local businesses and artists (23%) (awareness of Creative and Cultural Industries is the highest ranking benefit in the eyes of the respondents), and interact further with the local community (30%) meaning to also develop synergies and grow their network (see Figure 3).
- Increased sense of pride.** According to the post-evaluation survey, 47% and 22% felt that the Cultural Walk had affected their sense of pride in the walled city of Nicosia "A Lot" and "Extremely" respectively. This benefit scores fourth overall in terms of importance to respondents, after awareness of culture, awareness of CC and accessibility / social inclusion.

- Increased accessibility to different groups of people.** According to the post-evaluation, 36% reported the Heritage Walks increasing the accessibility and social inclusion “A Lot”, and 32% reported “Extremely” . This statement is also supported by the demographics section above, which shows a diversity in gender, age and residency among the participants. It is worth mentioning that a special walk was also organised towards the end of this activity, addressed to deaf people/people with hearing impairments.

*“I got to know **places I didn't even know existed**. I will go again with family / friends.”*

Walker

Some low or neutral results were also received about the benefits - including for accessibility which drew the most lowest scores (18% in total for “Low” or “Very Low”, see Figure 4 above). This is supported by some qualitative comments relating to infrastructural challenges (narrow pavements etc) that hinder easy accessibility.

*“**Nicosia “lags behind”** quite a bit in terms of accessibility for people with disabilities and more specifically for people in wheelchairs. As a tour guide, I don't have many options for where to take and guide people in wheelchairs. Sidewalks, paving, entrances, etc.”*

Tour guide

*“The route to some distribution points is **not accessible** for people with mobility problems.”*

Walker

The Walks may have potential for attracting and stimulating visits to the HUA: 3 out of 4 walkers would not have visited the HUA if the walk had not been happening. Only 25% would have visited the HUA regardless; 10% would have visited elsewhere in Nicosia (i.e. displacing visits from other parts of the city; 19% would have visited elsewhere in Cyprus, and most of the rest (43%) would have simply stayed at home.

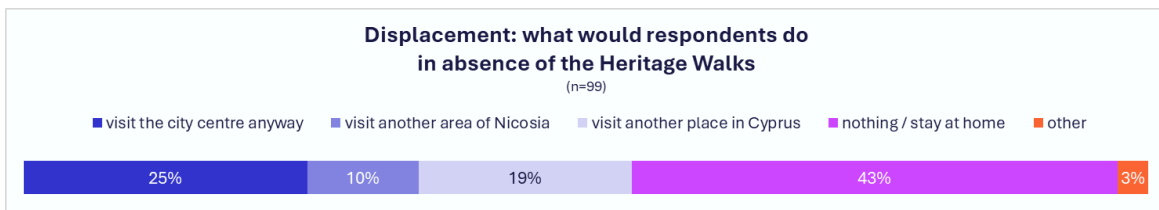


Figure 5: extent to which the walks “displace” visits from other parts of Nicosia / elsewhere

The walkers' experiences suggest positives and challenges across the Entrepreneurial Ecosystem of a HUB-IN place.⁵ Any Action is expected to have differing views amongst participant, and these offer useful areas for consideration in future replications and scaling:

Leadership: political tensions can be stimulating, or create uncertainties needing actively managed

"There was no information about the necessary **possession of an identity card** [to enter the occupied area of Nicosia]."

"I benefited from an update on **historical events** that I was not aware of"

"[What was negative was] frequent references to **political events** which could be said otherwise without conveying the **personal beliefs** of the creators of the walk."

"[I benefited from] familiarity with historical areas in the **occupied area** of the city."

Urban Culture: inclusivity can be strengthened by building on the family-friendly aspects

"[I benefited from] engaging my **eight-year-old** in an interesting and educational activity."

"We came into contact **as a family** with aspects of the Cypriot history that we were not aware of."

Knowledge: residents may discover places they didn't know, but some scepticism may also be present

"I got to **know my city better** and loved it even more."

"[I benefited from] **socialisation**, pleasant moments with interesting people, **education** in culture."

"I got to know places I didn't even know existed. I **will go again with family / friends.**"

"We learned about things and places that we **wouldn't have learned about** otherwise."

"I think that the said walk had **nothing interesting** and new to offer to the average Cypriot and more specifically to the average resident of Nicosia who has taken a walk or two in the city. More interesting information was needed. It's a worthwhile venture, but I think it needs more work and research to win over participants."

"It was interesting because it didn't repeat things we already knew. It was also interesting because it was **interactive.**"

"I got to know the **beautiful old town** of Nicosia better."

"Unfortunately this walk was a **failure!**"

Heritage: walkers appreciate learnings about building exteriors, but also desire to enter inside

"I **noticed buildings** and historical places whose history I did not know."

"[A disadvantage was that] there were no guided tours **inside the buildings.**"

Physical Infrastructure: accessibility constraints may need addressed for those with disabilities

"The route to some distribution points is not accessible for people with **mobility problems.**"

"It would be difficult for people with **disabilities.**"

⁵ <https://hubin-project.eu/library/hub-in-framework-overview/>
D5.3 Evaluation Report (Nicosia)

Additional “co-benefit” outcomes:
Increased footfall and improved visibility for local CCI

To guides, the Walks contribute to vitality and a sense of place, but also suffer no-shows and issues booking systems, in addition to some subjects being seen as perhaps too restrictive in some cases:

POSITIVES

What does the Heritage Walk add?

Heritage awareness: “The special acquaintance of a route *gives life to the city* within the walls throughout time.”

“It investigates and makes known to the wider public the historicity of Nicosia.”

“The positive response from the visitors suggests the enrichment of specific guided tours with music and interaction.”

Inclusion: “The sense of connecting the area with the visitors, through the guided tour.”

Pride of place: “Prestige and esteem.”

Knowledge: “Knowledge, recreation, education”

Tapping into demand: “That there is a lot of *interest from the locals* to get to know their city and that many do not know much about Nicosia.”

“The experience of a *different kind of tour*.”

“Good effort that *should continue*.”

NEGATIVES

What are any Heritage Walk negatives?

No-shows: “As the tours were free to join, *many people would no-show* on the day of the tour without notice, while others who were interested could not attend as the booking system showed the walk fully booked.”

Table 1: feedback from tour guides on the question “What does such an action add to the historic centre of the capital and/or the wider region/island?” and to indicate any negatives experienced.

The Walks may lightly contribute to entrepreneurship, but in the context of financial challenges in the HUA that are seen as requiring a different scale of intervention. Specifically, the Walks are viewed by guides as providing a small boost that helps in its way, but not a replacement for the investment and interventions needed for entrepreneurship at a scale that can help reverse abandonment and degeneration.

*"The opportunities for innovation / entrepreneurship are there anyway, but their development lies mainly with private initiative. With the cultural routes we consider that a **small boost** was given. The **main component of an initiative is financial.**"*

Professional tour guide

*"Since innovation / entrepreneurship does not depend only on the promotion of the cultural / historical / social importance of the area, I would not analyse percentages, but I would say that we contributed to a **small degree of impetus.** The rest is a matter of financial **investment.**"*

Professional tour guide

*"Through our Walk, we highlighted theatre and cinema in Nicosia historically, showing that there is the precedent, the culture and the **interest for the development of this sector** in the area. At the same time, points of abandonment or need for improvement are also visible."*

Historian

*"I'm not sure I've contributed to this. Innovation and **entrepreneurship concerns a small portion of citizens** unfortunately."*

Medical physicist

Despite these challenges, respondents were mostly positive about replicating the tours and / or continuing partnerships with the networks they'd made:

*"We can develop similar actions with other organisations and **include this type of tour** more often in our programs."*

Professional tour guide

*"After the experience at HUB-IN, **I can develop similar actions** with other organisations."*

Professional tour guide

*"[Did I experience or create meaningful partnerships?] Of course, as we had the opportunity to meet people from the theatre, tour guides, the Municipality and the Cyprus Energy Agency - but also with **new creators** such as writers, film producers and other researchers."*

Historian

*"[Did I experience or create meaningful partnerships?] Certainly, like **organising events within the walls.** Specifically at the new City Hall of Nicosia."*

Medical physicist

*"[Did I experience or create meaningful partnerships?] I could, but **I didn't.**"*

Civil servant

Additional “co-benefit” outcomes:

More accessible history and cultural heritage of the city

Tour guides’ motivations for participating suggest future opportunities in Ecosystem Elements

that are “the ingredients of a HUB-IN Place”⁶ - these could potentially be used in the future to keep momentum high, for example leveraging the apparent demand to discover and share local history. See Table 2 below.

Ecosystem Element	Tour guide’s motivations for participating
Entrepreneurial culture	<i>“For the challenge of presenting a different kind of tour and for revenue reasons.”</i>
Networks	<i>“...getting to know each other.”</i>
Heritage / Knowledge	<i>“It was a good opportunity to display part of the city’s history and...”</i> <i>“...disseminate the results of a research project dealing with the urban centre of Nicosia”</i> <i>“I want to know the history of my city.”</i> <i>“Enriching knowledge.”</i>

Table 2: feedback from tour guides on the questions “By what criteria did you accept the invitation to contribute to the HUB-IN project’s efforts/goals in the walled capital?”

⁶ <https://hubin-project.eu/library/hub-in-framework-overview/>

Guides also suggested actions to build on the above and continue developing the HUA:

Ecosystem Element	Opportunities in the guides' perceptions
Entrepreneurial culture	Announce competitions or debates to solve problems or revitalise neglected areas to bring in innovative and green ideas
Urban culture	Keep the Heritage Walks initiative alive , on a more permanent basis Find ways to differentiate from shopping malls to attract more visitors all year long (i.e.; music and other concerts, treasure hunts, etc)
Heritage	Take action to preserve, advance or repurpose buildings of historical and / or architectural value
Physical (and digital) Infrastructure	Enhance infrastructure <ul style="list-style-type: none"> ● street lighting to enhance the sense of security for visitors and those living / working in the area ● benches, wider pavements, parks, etc so that is more accessible and welcoming even to elders and people with disabilities ● landscaping ● sidewalks where possible with benches, flowers, etc. Encourage the use of restored traditional houses / workshops with attractive benefits
Finance	Develop financial incentives for more people / businesses to move in and thus minimise abandonment and maximise liveliness in the area

Table 3: opportunities in the HUA that are linked to the trails, in the guides' perceptions

Additional “co-benefit” outcomes:

Increased sense of public realm and neighbourhood pride

An amateur theatre team was inspired by the Walk “Stage & Screen” and composed a play on one of the oldest and no-longer existing theatres of Nicosia HUA: the Papadopoulos Theatre (fun fact). The play was offered for free to a small group of people within the HUA, and further to the story of the theatre itself, it touched upon the profile of Nicosia and its people back in 1900.

Next steps

Now that the Action is completed, the Walks' maps will be digitised and embedded to Nicosia's Digital Twin along with photos and information about the landmarks, for everyone to follow.

Some follow-up actions include securing funding and leveraging findings of the Walks for other bids:

1. need for the Municipality to look for and guarantee funding for extending the Heritage Walks or repeating them regularly.
2. collaboration with the municipal team coordinating Nicosia's bid for European Capital of Culture 2030.

Upon reflection of the Hub team, there are some considerations for future re-implementation of the Heritage Walks:

- *Lack of experience*
Even though this was a great opportunity for us to learn how to organise and coordinate city-tours that are open to the public, organisational and communication matters led to tour cancellations and/or rearrangements. Need for better coordination.
- *Political correctness*
Since the Turkish invasion in 1974, Nicosia remains the last divided capital in the world. Political views on this topic have risen throughout the years. Our guides had to be well aware of these to avoid any form of conflict during the walks. Examples of triggering words were: Turkish part VS Occupied area, Turkish VS Turkish-Cypriots, etc.
- *Non-accessible city-centre*
Nicosia's city-centre has small and narrow pavements, which makes it difficult for people with disabilities to visit, and therefore, join the walks. Actions on behalf of the Municipality are undergoing towards solving this issue.
- *Climate conditions*
Nicosia and Cyprus in general are known for their sunny days all year long. This had made it difficult for some people to join the Walks from May onwards. Modifications on the initial planning had to be made to address this challenge.
- *Time-frame*
To be able to offer as many walks as possible, we had to plan accordingly and set a limit of 2-hours per implementing walk. Together with the day of the Walks (Saturday), this made it hard for the participants to visit each landmark of the route which led to relevant complaints. The idea, though, was to inspire people to come-back to HUA and spend time visiting these places.

*"[What did I gain from my participation?] The experience of **a different kind of tour.**"*

Professional tour guide

*"There is a **lot of interest from the locals** to get to know their city and that many do not know much about Nicosia."*

Historian

2.3. ACTION 3: ACTIVATIONS OF THE HUB - INTERACTING AND ENGAGING

Key metadata

Action theme	Co-creation and Community Engagement Art and Creativity
Action clusters	Cultural and Creative Industries Resilient and Human Connected Places
Expected outcomes (city level)	Improved skills and training in old and new methods
Expected impacts (programme level) select	1: reversing abandonment and neglect of historic heritage (cultural) 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 4: cross-sector collaboration, job opportunities and skills (economic)



Δωρεάν παιδικό εργαστήριο
«Σχεδιάζω τον εαυτό
μου ντυμένο/η στα
Κυπριακά»

Σάββατο, 13 Ιουλίου, 2024, Λευκωσία,
CYENS Center of Excellence



Διοργανώνουν:



Δήμος Λευκωσίας
Nicosia Municipality



Ενεργειακό
Γραφείο
Κύπρου

Συντονίζει:



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

Operational results

Four Creative Workshops were organised and implemented within the Action's period between 13th and 24th July 2024, and another is expected during September 2024. This latter was postponed due to insufficient participation.

The series of workshops was open to the public upon registration, and had no registration fee. Two of the workshops were addressed to kids, and the rest to adults (check the information below). All of them were organised and hosted in Nicosia within the walls, in collaboration with cultural and creative institutions of the area, and artists who live and / or work in the wider city of Nicosia.

HUB-IN Nicosia

Δωρεάν παιδικό εργαστήριο
«Σχεδιάζω τον εαυτό μου ντυμένο/η στα Κυπριακά»

Σάββατο, 13 Ιουλίου, 2024, Λευκωσία, CYENS Center of Excellence

Αυτή η δράση έχει χρηματοδοτηθεί από το Ευρωπαϊκό Πρόγραμμα Έρευνας και Καινοτομίας (Ευρωπαϊκό Πρόγραμμα Έρευνας και Καινοτομίας) στο πλαίσιο του προγράμματος έρευνας και καινοτομίας με αριθμό σύμβασης 859429

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HUB-IN Nicosia

Δωρεάν Εργαστήριο Χαρακτικής

Τετάρτη, 17 & 24 Ιουλίου, 2024, Δημοτικό Κέντρο Τεχνών Λευκωσίας

Αυτή η δράση έχει χρηματοδοτηθεί από το Ευρωπαϊκό Πρόγραμμα Έρευνας και Καινοτομίας (Ευρωπαϊκό Πρόγραμμα Έρευνας και Καινοτομίας) στο πλαίσιο του προγράμματος έρευνας και καινοτομίας με αριθμό σύμβασης 859429

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1) Kids workshop: "Drawing myself in Cypriot traditional costumes"

Ms. Irini Klokari

2) Adult workshop: Engraving workshop for adults

Mr. Eyklides Papadopoulos
Ms. Despina Pringi

HUB-IN Nicosia

Δωρεάν εργαστήριο
«Laser-cut assembly lamps - From design to fabrication»

Πέμπτη, 18 Ιουλίου, 2024, Λευκωσία, CYENS Thinker Makerspace

Αυτή η δράση έχει χρηματοδοτηθεί από το Ευρωπαϊκό Πρόγραμμα Έρευνας και Καινοτομίας (Ευρωπαϊκό Πρόγραμμα Έρευνας και Καινοτομίας) στο πλαίσιο του προγράμματος έρευνας και καινοτομίας με αριθμό σύμβασης 859429

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HUB-IN Nicosia

Δωρεάν παιδικό εργαστήριο
«Παραδοσιακά Μοτίβα - Σταμπωτές Μπαντανές»

Σάββατο, 20 Ιουλίου, 2024, Λευκωσία, CYENS Center of Excellence

Αυτή η δράση έχει χρηματοδοτηθεί από το Ευρωπαϊκό Πρόγραμμα Έρευνας και Καινοτομίας (Ευρωπαϊκό Πρόγραμμα Έρευνας και Καινοτομίας) στο πλαίσιο του προγράμματος έρευνας και καινοτομίας με αριθμό σύμβασης 859429

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3) Adult workshop: "Laser-cut assembly lamps - from design to fabrication"

Ms. Camila Calegari Marques

4) Kids workshop: "Traditional patterns - stamped bandanas"

Ms. Irini Klokari

A fifth workshop is coming up in September:

HUB-IN Nicosia

Δωρεάν εργαστήριο
«Ήχοι της Λευκωσίας - Μια αλληλεπίδραση μεταξύ μουσικής και εικαστικών τεχνών»

Σάββατο, 7 Σεπτεμβρίου, 2024, CYENS Center of Excellence

Αυτή η δράση έχει χρηματοδοτηθεί από το Ευρωπαϊκό Πρόγραμμα Έρευνας και Καινοτομίας (Ευρωπαϊκό Πρόγραμμα Έρευνας και Καινοτομίας) στο πλαίσιο του προγράμματος έρευνας και καινοτομίας με αριθμό σύμβασης 859429

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5) "Sounds of Nicosia - an interaction between music & visual arts"

Ms. Georgia Petroudi, Mr. Giorgos Christophi, Ms. Eva Stavrou

The aim of these workshops was to bring locals and visitors closer to Nicosia's / Cyprus' arts and crafts, and introduce them to the Cultural and Creative Industries of the city within the walls.

"The sense of abandonment of Nicosia's HUA impacts the inhabitants and workers of the area", according to the organisers. "Despite the diversity of citizens groups represented within the HUA, there is lack of collectivism and there is a real need in creating social interactions and activity intersections. Historically, the area has been a craftsmen's area and the place where creatives and artists gathered, but also the place of many craftsmanship studios." This was the mindset behind the organisation of this activity.

Using the ingredients that constitute the values of Nicosia's HUB-IN, and elements of the tangible and intangible cultural fabric of the city, the organisers offered a series of experiential events that (re)connect traditional and contemporary practices, old and the new skills and knowledge, and bring together people that would not otherwise connect. For instance, one of the kids' workshops introduced the art of making Cypriot head and waist scarves of the 19th century, with a modern twist of making bandanas stamped with traditional patterns. Another example was the workshop for the design and production of lamps through digital fabrication, using the laser-cut technique, that raised awareness about the dying traditional crafts of Cyprus and revived textile patterns in a radical way through a modern product.

Process evaluation

A good mix of individuals and groups identified as key stakeholders for the action were involved in the design of this activity. This included the CYENS MakerSpace of the CYENS Center of Excellence, and the Nicosia Municipal Arts Centre, who hosted the workshops, and seven artists who live and / or work in the wider city of Nicosia.

These stakeholders were recruited through a targeted invitation process, instead of an open call. That was primarily done to meet deadlines in receiving and evaluating proposals, as well as to ensure that specific areas of the HUA's tangible and intangible heritage would be covered through this series.

Did the workshops reach the right people:

Almost 50 people showed interest and about 35 actually participated in the workshops, including being in more than one workshop. The workshops that have already been implemented reached some of the target audiences, i.e; people from Nicosia within and outside the walls, creative and other entrepreneurs, schools, etc.

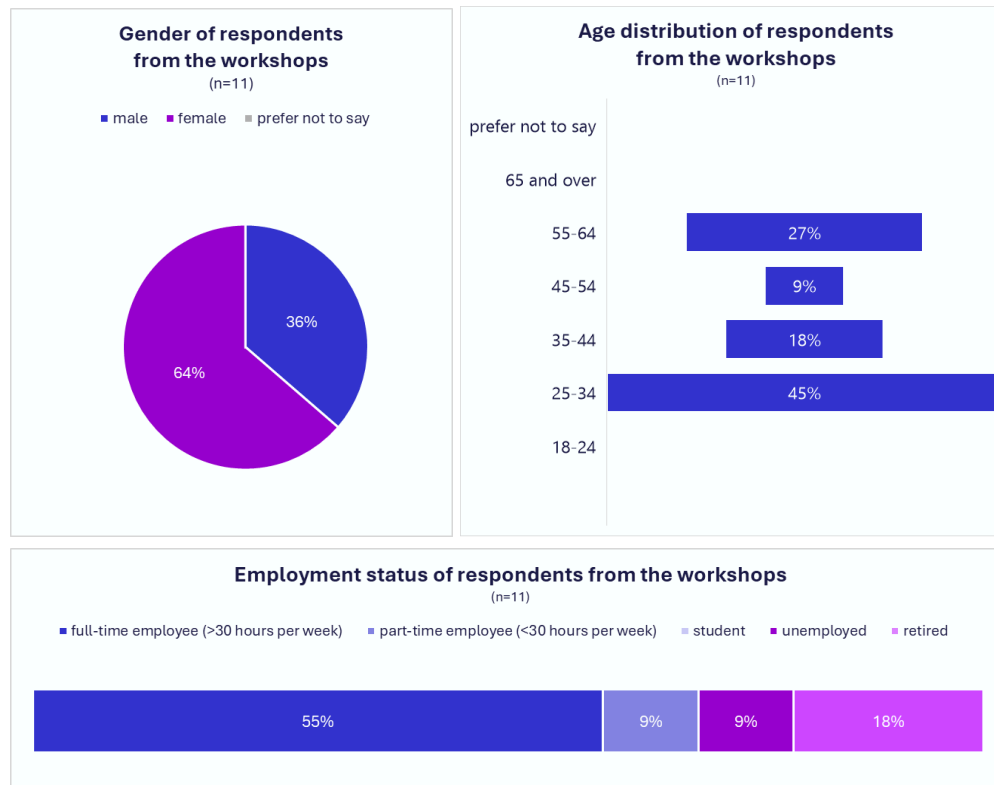


Figure 6: gender, age and employment status of workshop respondents

Of 35 participants, 11 completed post-questionnaires. Whilst this sample size can not be taken as representative of larger populations such as Nicosia residents, it gives indications of the demographics of respondents, and their outcomes experienced (see Figure 6).

- *over half were female*
64%, or about 2 in 3 respondents
- *a broad range of ages from 25 to 64*
the largest groupings in 25-34 indicate that the workshops can be attractive to younger age groups
- *all were residents of Nicosia outside the walls*
about half joined the workshops with their friends and/or families and the rest joined by themselves

That the workshops were coordinated by the Municipality is seen as quite beneficial by the Hub team: it empowers stakeholders to be engaged in a very active way in the process and the project itself. Not to mention that before this intervention within the HUA, such activities were very rare and usually required a participation fee. Thus the benefit is triple; for the Municipality who was able to attract visits and showcase its tangible and intangible heritage fabric, the CCI who gained visibility, and the participants (locals and visitors alike) who strengthened their sense of belonging in the HUA, interacted with others, and learned new things at no cost.

Participant data is seen to ratify the need for the Action within the HUA, based on data from the pre-questionnaires completed during registration: 50% of the respondents are not familiar with Nicosia's history and culture, yet they believe the city is a "Powerhouse of Creativity" (70%). At the same time, they insist that the preservation / promotion of the local cultural heritage is a public liability (99%).

Outcome: improved skills and training in old and new methods

At the time of this report, 11 of 35 participants completed the evaluation questionnaire post-workshop, assessing attitudes on benefits (Figure 7).

Over half agreed or strongly agreed that the workshops improved:

- **...accessibility to different groups of people** (e.g. different ages, locals, visitors, disabled etc), with 45% Agreeing and 9% Strongly Agreeing. This is also reflected in the demographics which demonstrated a mix of genders and ages (see Figure 6 above). Still almost 1 in 3 respondents (27%) either Strongly Disagreed or Disagreed - this could be explored for future workshops, on which accessibility needs currently have barriers preventing participation.
- **...sense of pride** in the local cultural heritage. Boosting “sense of place and feeling of belonging” is one of the aspirations of the Hub team as stated in their logic model. About 1 in 5 respondents did Strongly Disagree or Disagree, so this could also be explored for whether further adaptation is beneficial or if it is due to wider factors.
- **...skills development with related experiences.** The strongest scoring benefit with almost 2 out of every 3 respondents (63%) Agreeing or Strongly Agreeing with this, and none Strongly Disagreeing.

The least change was in awareness of cultural heritage, split between respondents overall disagreeing and agreeing but with a large share neutral (45%) and the next largest as Strongly Disagree (18%). This is partly attributed to timelines requiring the Hub team to organise at least five workshops within a month. Thus, we were not able to touch upon all the arts and crafts of the city within the walls during the workshops, nor to cover special areas of Nicosia’s tangible and intangible heritage. Qualitative data from participants of the workshops and our collaborators, point this out as well.

Participants particularly refer to the need for more time to both learn and experiment new techniques / knowledge, as well as to finish their own products.

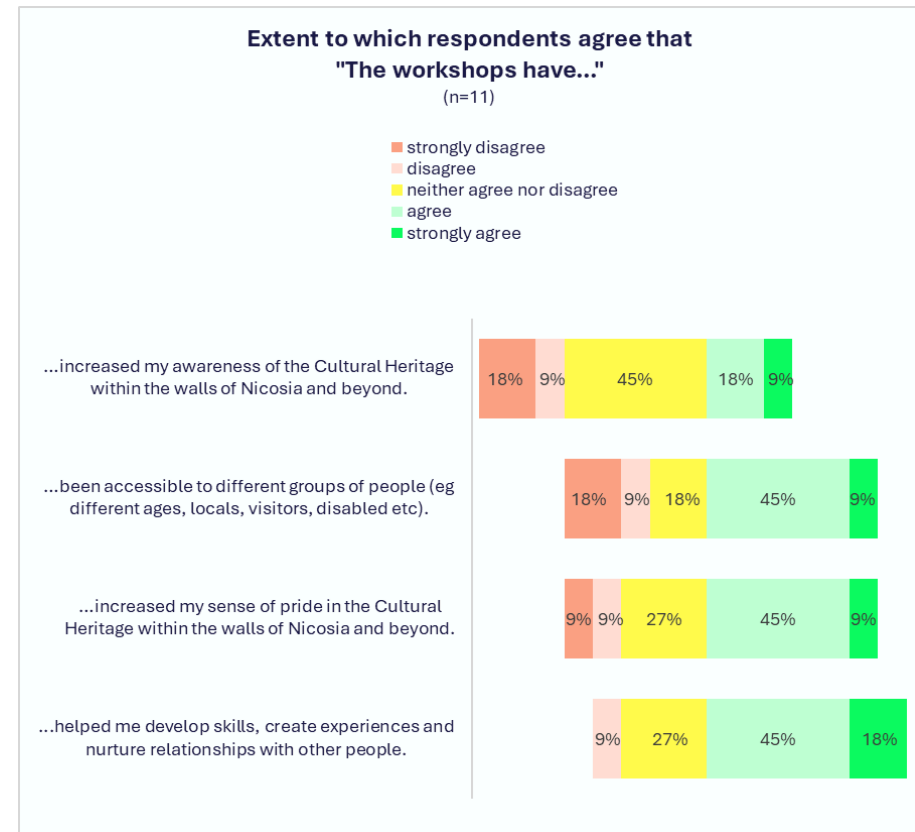


Figure 7: benefits of the workshops as reported by respondents

*"Many of the participants indicated that they should continue the program because they **discovered their own hidden creativity**. They commented and **looked for ways they could work at home** on their own. (They asked to know where one gets the materials and tools they need)."*

Workshop host / collaborator

The evaluation survey also revealed common motivations for attending and intended behaviour changes resulting from the workshops:



Figure 8: motivations for attendance

Familiarity with local arts / traditions is a key motivation for participants to attend the workshops - the fact that the workshops were hosted by institutions that represent these industries and are listed in them, is evidence of this insight. Others are the artists that were engaged in this action and the context of their workshops. This is also the belief the participants have for the workshops - that they can help promote these Industries.

An equal motivation is for personal relaxation / entertainment, followed by desire to get to meet the Cultural and Creative Industries of Nicosia HUA.

*Relevance: the relatively lower motivations of “professional development” and “information / training” suggest that cultural awareness and curiosity are more bigger attractors. Yet even though they are not primary motivations, increases in skill is the strongest reported benefit (see Figure 7). This use of **culture to attract participants**, could be repeated in future workshops. It could also be worth the Hub team investigating with local CCI on what may attract more interest from them for training.*

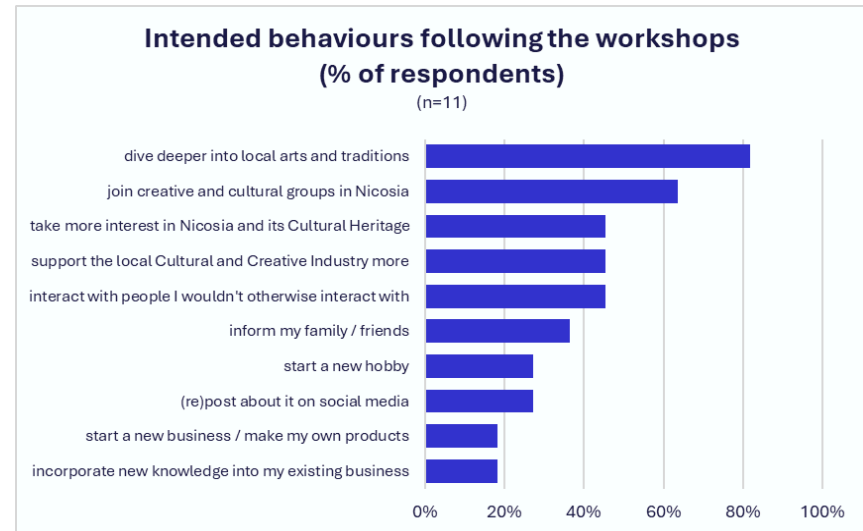


Figure 9: intended behaviours

Most participants expect to deepen their relationship with local arts and traditions following the workshops, diving deeper into this knowledge (9 out of 11).

Over half plan to join cultural groups, which by nature involve knowledge exchange and social connections, and likewise to interact with others they normally wouldn't. These are core objectives of the Hub Team's logic model.

Those who sought training are incorporating the techniques into their job, reporting intentions to use the knowledge to improve their production lines, and boost innovation in the design and promotion of new and existing products.

*Relevance: the workshops helped touch upon the entrepreneurial pillar of the project. This is an interesting insight for the Hub team: even though only two participants were motivated by professional development, more took this opportunity to learn something new and either start a new hobby (3 out of 11) or a new business (2). “Increased number of **heritage-led start-ups**” is a medium-term objective of the Hub team, and it may be worth consulting these participants in 1-2 years to assess any business outcomes.*

Additional “co-benefit” outcomes:

Increased potential for spontaneous neighbourly interactions

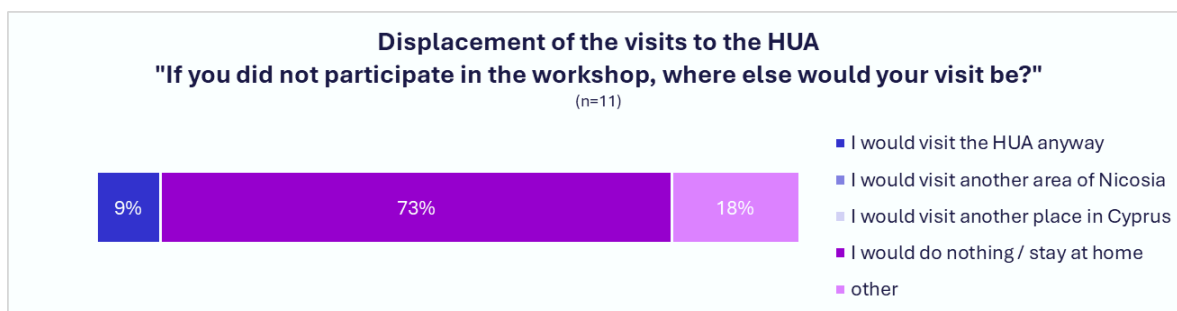


Figure 10: “displacement effect” of where the respondents would have visited in absence of the workshops

Respondents mostly would have not visited the HUA (91%, or 10 out of 11) but stayed at home and / or done nothing in the absence of the workshops, or gone somewhere else / not sure. Only one would have still visited the HUA anyway. For these visits at least, they are new visits to the HUA that would not have happened in the absence of the workshop.

This becomes more important in conjunction with the intended behaviour changes and the feedback on the workshops being accessible (Figure 7 above). The nature of the Action itself promotes social interaction, and that is something that the respondents of the survey also report: just over half reported that the workshop(s) were accessible and just under half expressed that the workshop(s) would lead them to “interact with people I wouldn't otherwise interact with”. Some of the participants may have participated with their familiars and some by themselves, but they all had the opportunity to interact with people they would otherwise not. Not to mention that 5 out of 11 reported that they were inspired to do so because of the workshops. Together, these suggest that the workshops can contribute towards the Hub team's medium-term logic model objective of “increased social inclusion, sense of place and feeling of belonging”. N.B. the limitations expressed above about this being a relatively small sample size, which limits conclusions being inferred about wider populations such as Nicosia residents or all potential attendees.

*"[What I gained from the Action was] great joy with the smiles and satisfaction of the participants. It **opens up horizons for interested parties** and **meeting opportunities** in the beautiful walled city."*

Workshop host / collaborator

Next steps

The Hub team has identified several follow-up actions to contribute to the intended medium- and long-term impacts, and these align with HUB-IN's "ecosystem elements" of "what makes a HUB-IN place".⁷

Ecosystem Element	Next steps
Finance	need for the Municipality to look for and guarantee funding for extending the workshops or repeating them regularly.
Formal institutions	Collaboration with the municipal team coordinating Nicosia's bid for European Capital of Culture 2030.

Table 4: alignment of the identified next steps with the HUB-IN ecosystem elements⁸

...and also some reflections on things to consider for future re-implementation of the Action:

- **climate conditions affect attendance:** Nicosia and Cyprus in general are known for their sunny weather. Other than the limit we placed in registrations to better facilitate participation and meet financial barriers, extreme heatwave discouraged people to either register or show up. This is the reason we had to postpone the 5th workshop of the series to September, when the weather is going to be better.
- **short time-frames affect depth of cultural coverage available:** to be able to meet deadlines, we had to follow the Action Plan as is, and organise at least five workshops within a month. Thus, we were not able to touch upon all the arts and crafts of the city within the walls, during the workshops, nor to cover special areas of Nicosia's tangible and intangible heritage. Qualitative data from the post-evaluation surveys we received from both the participants of the workshops and our collaborators, point this out as well. They particularly refer to the need for more time to both learn and experiment with new techniques and knowledge, as well as to finish their own products.

Feedback from collaborators also suggests interest in continuation and development (N.B. based on one response out of four collaborators received so far). Suggestions include art exhibition in the city's HUA to exhibit the job of the participants of the workshops, while at the same time to raise awareness about dying arts and crafts of the area/city, and the exploitation of them in modern Industries.

*"[Why did I accept the invitation to contribute to the HUB-IN project?] Great satisfaction in the **transfer of knowledge** and creation regarding the art."*

Workshop host / collaborator

*"This action could be enhanced if we had **more meetings** and if the weather helped (without heat we could walk around the old town looking for inspiration from the city). Could the **historical centre act as an inspiration for creation** to create and experiment (with the theme of the city) and other forms of [local arts]. The organisers could **exhibit the works** of the creations at a later stage."*

Workshop host / collaborator

⁷ https://hubin-project.eu/wp-content/uploads/2023/10/HUB-IN-Framework_V1.1_Feb2023.pdf

⁸ https://hubin-project.eu/wp-content/uploads/2023/10/HUB-IN-Framework_V1.1_Feb2023.pdf

2.4. ACTION 4: CREATION OF A CCI START-UP ACCELERATOR PROGRAMME

Key metadata

Action theme	Creating the Ecosystem Infrastructure Acceleration Programmes / Challenge Calls Policy and Regulation
Action cluster	Cultural and Creative Industries
Expected outcomes <i>(city level)</i>	New products, services and collaborations in CCI
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 4: cross-sector collaboration, job opportunities and skills (economic)

Operational results

This report completes prior to the end of the HUB-IN programme, and at this time the Hub is still undertaking some Actions: the Accelerator action launched recently in September 2024 and therefore it is currently too early to have data for outcome evaluation. Current insights from the Hub team are included below. As next steps, the Hub's monitoring plans in D5.2 "Adapted monitoring methodology to each pilot city (Nicosia)" will enable deeper insights as implementation progresses and data becomes available for assessing.

The Nicosia Hub-In Accelerator is a dynamic program designed to support entrepreneurship and development within the Cultural and Creative Industries (CCIs). This initiative aims to support cultural entrepreneurs and artists, helping them establish sustainable and scalable business practices.

The Accelerator is strategically aligned with Nicosia's bid to become the European Capital of Culture for 2030. This synergy will amplify the city's cultural offerings and reinforce its position as a leading centre of cultural and creative excellence. The Accelerator will run in collaboration with the University of Cyprus.

Objectives of the Accelerator:

- *support CCI entrepreneurship*
empower creative professionals by providing the necessary tools and resources to develop and scale their businesses
- *professional development*
enhance the skills and capacities of cultural entrepreneurs and artists in business, finance, and marketing
- *urban revitalisation*
improve the attractiveness of the HUA for new talent
- *strengthen cultural profile*
leverage the Accelerator to boost Nicosia's cultural activities, supporting its candidacy for the European Capital of Culture 2030

Key components include the following:

1. Open Call for participation
2. Tailored training and development
3. Challenge-based approach
4. Capacity building and support
5. Networking and exposure
6. Cultural capital alignment

Potential outcomes may include economic growth, by increased economic activity in the HUA through the creation of new CCIs. Other expected outcomes include:

- community engagement
- support of CCIs by development of professional, sustainable, and entrepreneurial practices among creative entrepreneurs
- enhanced cultural landscape by increasing the number of artists and creative entrepreneurs with advanced skills

The expected long term impacts of the Accelerator are:

- urban revitalisation by contributing to the transformation of the historic centre of Nicosia into a hub of entrepreneurship and innovation
- driving innovation and sustainable practices within the cultural and creative sectors
- raising awareness about the importance of CCIs and fostering collaboration between creative professionals and research institutions
- strengthening Nicosia's bid for European Capital of Culture 2030 by showcasing the city's commitment to cultural and creative excellence

3. HUB-LEVEL EVALUATION

3.1. REFLECTIONS ON SUCCESSES, RISK AND RECOMMENDATIONS

The Hub team and stakeholders find several successes and obstacles that are likely relevant to replicating and / or scaling the Actions, either in the HUA or in Follower Cities:

Implementation

What went exceptionally well

Action Plan 1: Setting The Digital Stage

Context: the action of setting the digital stage for Nicosia's Digital Twin is under implementation. It is expected that the integration of CCI data and Heritage Walks will significantly enrich the content of the Digital Twin, providing a more comprehensive and interactive experience than initially anticipated.

iNicosia expertise: working closely with the iNicosia team has been a crucial factor in the project's success. Their expertise and support have facilitated seamless integration of various elements, ensuring the platform is both functional and innovative.

Action Plan 2: Heritage Walks And Their Twins

Context: 10 thematic Walks infused with interactivity and theatricality formed part of this Action.

More than 50 walks were implemented within the period from March to June 2024, including a special walk for EU representatives and another for people with hearing disability.

Hundreds of locals and visitors alike showed interest in the walks (about a thousand), and a high percentage of them finally participated. This was a win-win for both the participants and those who engaged for the co-development of this Action (a.k.a. guides, Nicosia lovers and experts, as well as the organisers themselves). Main benefits include: 1) enhanced visiting in the HUA, 2) social interaction between those visiting the HUA, 3) promotion of local heritage, 4) enhanced sense of pride for this heritage, 5) promotion of the Cultural and Creative Industries within the area, 5) emerging opportunities for minimising abandonment of the area, etc.

Ongoing interest, with numerous requests from various groups to continue organising similar events for both locals and visitors.

Action Plan 3: Activations Of The Hub - Interacting And Engaging

Context: 5 creative workshops (2 for kids, 2 for adults, 1 for both kids and adults) were designed and scheduled for implementation within the month of July 2024. Four of them have been implemented; one is postponed for September 2024, due to insufficient participation because of the holidays season. 50 individuals showed interest in the first 4 workshops, and 35 actually participated (numbers will grow as workshops continue). During the workshops, participants had the opportunity to learn and experiment with techniques based on (dying) arts and crafts that are part of the history and culture of the area. Other than the promotion of the Cultural and Creative Industries in the wider area, main benefits of this Action also include 1) increased visiting in the HUA, 2) increased social interactions, and 3) emerging opportunities for the support of local businesses who sell cultural creative products/services.

Action Plan 4: Creation Of A CCI Start-Up Accelerator Programme

Context: this Action has initiated as at September 2024, just prior to this report, and therefore it is too early to have data for outcome evaluation.

What did not go to plan

Action Plan 1: Setting The Digital Stage

Representation: the collection of information in order to make sure that various groups are represented on the platform.

Data availability and technical integration: Another challenge was related to the technological integration and the data needed for the final result.

Action Plan 2: Heritage Walks And Their Twins

Challenges faced by older adults in using the online booking system: Many found the technology difficult to navigate, which led us to support them in booking their reservation (via phone).

No-shows: there was an issue with people booking tours and then not showing up, which caused logistical problems and wasted resources.

Action Plan 3: Activations Of The Hub - Interacting And Engaging

Extreme summer heat: We implemented the activities in July, which proved to be more challenging than expected due to the intense heat in Cyprus. However, offering activities during a month when not many events typically take place had its advantages. Despite the heat, we provided valuable actions in the Historic Urban Area (HUA) in the middle of the summer, filling a gap in the city's event calendar.

More activities for children: An important piece of feedback we received from parents was the need for more activities for children. This feedback is crucial and will be taken forward to the municipal services to inform future planning and ensure that our initiatives cater to the needs of all community members. The demand for children's activities highlights an opportunity to enhance our offerings and engage more families in the cultural and creative life of Nicosia.

Action Plan 4: Creation Of A CCI Start-Up Accelerator Programme

This Action has initiated as at September 2024, just prior to this report, and therefore it is too early to have data for outcome evaluation.

Major turning points

Action Plan 1: Setting The Digital Stage

Collaborating closely with the iNicosia team has been a pivotal turning point. Their expertise and support have been instrumental in overcoming challenges and ensuring the seamless integration of various project elements. This partnership has not only facilitated the technical aspects, but also enriched the project's overall vision and execution.

Action Plan 2: Heritage Walks And Their Twins

Collaboration between organisers and guides; and the support they received from their Communication Departments for spreading the word. These included meetings among the local representatives, focus groups and bilateral meetings with the guides, and the development of a Communication Strategy that was devoted to the Action itself.

A comprehensive visual identity - including logos and other graphic illustrations - was developed to make the promotional-material of the Walks identifiable by the public. A goodie-bag was designed and prepared for each participant. In every bag there was a colour-coded pin and bracelet (a colour per route), a wooden pencil, a

designed sketch-book, the flyer of the project and those of the organisers, the maps of the routes in the form of cartes-postales, a funky poster for the Action, and fun-sheets with activities for the little ones who joined the Walks. Elements of the strategy were also the organisation of a launch event, the composition of articles and press releases, the posting on social media, the contracting of a photographer / videographer to capture these moments, the recording of a video per walk, as well as the recording of a podcast per walk, etc.

Action Plan 3: Activations Of The Hub - Interacting And Engaging

Collaboration between organisers and the artists. Constraints in time did not allow for the development of a strategy for this Action. Communication efforts were limited to social media posts, articles and press releases, and contracting a photographer / videographer to capture these moments.

Action Plan 4: Creation Of A CCI Start-Up Accelerator Programme

This Action has initiated as at September 2024, just prior to this report, and therefore it is too early to have data for outcome evaluation.

Risks and issues encountered

Action Plan 1: Setting The Digital Stage

Collection of data in the specific format requested by the iNicosia team.

Communicating the value of the Digital Twin initiative to Municipality departments proved to be challenging. We addressed this issue by showcasing the potential benefits of the Digital Twin.

Action Plan 2: Heritage Walks And Their Twins

Lack of experience: even though this was an opportunity for us to learn how to organise and coordinate city-tours that are open to the public, organisational and communication matters led to tour cancellations and/or rearrangements.

Organisational issues included the replacement of a tour guide who got sick and couldn't continue with the development and execution of their proposed walk.

Digital literacy was also a challenge that we had to address.

Political correctness: Since the Turkish invasion in 1974, Nicosia remains the last divided capital in the world. Political views on this topic have risen through the years. Our guides had to be well aware of these views to avoid conflicts during the Walks. Triggering words were: Turkish part Vs Occupied area, Turkish Vs Turkish-Cypriots, etc.

Non-accessible city centre: Nicosia's HUA has small and narrow pavements, which makes it difficult for people with disabilities to visit, thus, join the Walks. Actions on behalf of the Municipality are undergoing towards solving this issue.

Climate conditions: Nicosia and Cyprus are known for their sunny days all year long. This had made it difficult for some people to join the Walks from May onwards. Modifications on the initial planning had to be made to address that challenge.

Time-frame: to offer as many Walks as possible, we had to plan accordingly and set a limit of 2 hours per walk. Together with the day of the walks (Saturday), it made it hard for the participants to visit every landmark of the walks, which led to some complaints.

The idea, though, was to inspire people to come-back to the HUA and visit these places.

Action Plan 3: Activations Of The Hub - Interacting And Engaging

Climate conditions: Nicosia and Cyprus are known for their sunny weather. Other than the limit we placed in registrations to better facilitate participation and meet financial limits, extreme heatwave discouraged people to either register or show up. That's why we had to postpone the 5th workshop in September -hoping for better weather conditions.

Time-frame: to meet deadlines, we followed the Action Plan as-is, and organised at least four workshops within a month. Thus, we were not able to touch upon all the arts and crafts of the walled city, during the workshops, nor to cover special areas of Nicosia's tangible and intangible heritage. Qualitative data from the post-evaluations we received from both the participants of the workshops and our collaborators, point this out. They particularly refer to the need for more time to learn and experiment new techniques / knowledge, as well as to finish their own products.

Action Plan 4: Creation Of A CCI Start-Up Accelerator Programme

This Action initiated in September 2024.

Desired impact

Unexpected outcomes or impacts

An unexpected result that makes us so happy and proud about the Action of the Heritage Walks in particular, is that an amateur theatre team in Nicosia was inspired by the Walk "Stage & Screen", composed a play on one of the oldest and no-longer existing theatres in the HUA -the Papadopoulos Theatre, and offered a free show to a small group of people within the walled city. Further to the theatre's story, the play presented the profile of the city and its people back in 1900.

So far, the impact of the implemented Actions is fairly responding to the goals set in our Action Plan. What we have not managed to touch upon yet, and that is because Action 4: Creation Of A CCI Start-Up Accelerator Programme is still pending, are the two pillars of the project Innovation and entrepreneurship.

Regeneration of Nicosia's HUA was achieved with Actions that increased visiting and social interaction in the area, making it more welcoming and vibrant; yet that is contemporary and doesn't really fight neglect and abandonment.

Qualitative data from the post evaluation survey, the guides of the walks completed (Q8), suggest that these two terms concern a small portion of citizens, thus, not much was achieved thanks to the walks. A small boost was given, they say, but what is actually needed is private / public investment.

Only the Walk on "Stage & Screen" was able to touch upon these pillars. Participants had the chance to identify the so-called hot-spots of the HUA, where there is / was more activity, even entrepreneurial; and the neglected areas, with abandonment. They then compared it with today's profile of the city.

An idea of what we should prioritise to get back on track is drawn from the suggestions the guides of the Walks provided through their post-evaluation survey. In a random

order, these include:

- uplift Nicosia HUA's existing infrastructure (benches, wider pavements, parks etc.) so that is more accessible and welcoming even to elders and people with disabilities
- add more street lighting to enhance the sense of security for visitors and those living/working in the area
- provide incentives for more people / businesses to move in, thus, minimise abandonment and maximise liveliness in the area
- keep the Heritage Walks initiative alive
- take action for the preservation or advancement or repurposing of buildings of historical and / or architectural value in the area
- find ways to differentiate from shopping centres / malls to attract more visitors all year long (i.e. music and other concerts, treasure hunts, etc.)

What we identify as local representatives of HUB-IN are:

1. the need for the Municipality to look for and guarantee funding for extending the Heritage Walks and Creative Workshops, or repeating them regularly; and
2. collaboration of the project officers with the municipal team coordinating Nicosia's bid for European Capital of Culture 2030.

Networks

New contacts and connections in the Hubs' Governance model

New contacts and connections include:

Local Government

We have strengthened our ties with various departments within the Municipality of Nicosia. This includes urban planning, cultural affairs, and communication. These connections ensure that our initiatives align with municipal policies and receive the necessary support for implementation.

Cultural and Creative Industry Stakeholders

Engaging with local artists, designers, cultural organisations, creative businesses, historians etc. has been a key focus.

Educational Institutions

We have initiated collaborations with local universities and research institutions. These partnerships are aimed at integrating academic research and innovation into the HUB-IN project, providing valuable insights to inform our activities. Additionally, these institutions can help in promoting the project among students and faculty, fostering a culture of creativity and innovation.

Technology and Data Experts

To support the technical aspects of the first action "Setting the digital stage", and other digital initiatives, we have engaged with CYENS Centre of Excellence. This partnership provides us with the technical expertise needed to develop, maintain, and enhance our digital platform.

Synergies with partner programmes inside / outside the HUA

Private Sector

Engaging with private sector companies is crucial for the sustainability of the HUB-IN project. We are fostering relationships with local organisations interested in supporting cultural and creative initiatives. These connections can lead to new funding opportunities and business partnerships.

As part of the HUB-IN project, we have identified several synergies with partner programs/initiatives. These include:

iNicosia Digital Twin project: this project is central to our digital initiatives, and our collaboration has been highly synergistic by facilitating the integration of HUB-IN data and features into the Digital Twin, enhancing the platform's functionality and user experience.

- *Enhanced User Interaction*
by leveraging iNicosia's advanced digital tools, we can offer more interactive and immersive experiences. This is expected to improve user engagement.
- *Co-Development Opportunities*
both projects have benefited from shared technological advancements and innovations, such as improved 3D-modelling techniques and data visualisation tools.

Nicosia Area Plan: based on 3 strategic pillars: spatial policy, infrastructure strategy and regeneration strategy.

Special Regeneration Area and definition of actions aimed at making better use of cultural tangible and intangible heritage. Longer term targets include increasing the number of jobs in the Central Region to the total level of 50,000, or 400,000; 500,000 square metres of new development; and the recovery of the population to 1970's with an increase of 2,500 - 3,000 new residents.

iNicosia and Smart City Strategy: a digital twin of Nicosia, consisting of a 3D model of the city and representations of actual buildings and monuments (e.g., the walls and the old city), the road network, parking places, various metadata about the environment, streetlights, the power grid, water network, vegetation, and more, using data from government open data portal and other private or public initiatives.

Integrated Spatial Strategy (2021-2030) of the Municipality promotes innovation within the cultural and creative industries, recognising their importance towards making Nicosia a more vibrant city attractive to citizens and visitors.

Renovation of the Municipal Market of the Old Town Hall (CYENS): that will house scientists, researchers, laboratories but also facilities and services to promote innovation in various sectors of the economy.

Creative Business Quarter District development: to be a catalyst and focal point of gathering artists and people involved in creative micro-enterprises in its heart within the City Walls, along the buffer zone.

European Capital of Culture 2030. Nicosia has been nominated for the title and will be working on preparing its proposal to win the bid. The actions introduced through the HUB-In project are key in supporting the evolution of the city and its bid to become the European Capital of Culture in 2030.

European Regional Development Fund physical regeneration interventions are currently taking place in the pilot area, which Action 2: Heritage Walks will aim to align

with.

Knowledge (and transferability)

Potential to replicate in the HUA or other cities

Actions 2 and 3 are something that every city can replicate within their contexts (“Heritage Walks and their Twins” and 3 “Activations of the Hub”). These are the Actions we have implemented so far. They simply have to identify the areas of their history and culture they want to promote and arrange accordingly a series of interactive promenades and creative workshops.

Recommendations to other cities

Engage as many city-lovers as possible, who could provide you with ideas and collaborate in co-designing and co-developing these Actions. Set your timeframes, and respect them, so that you don't implement such initiatives just to tick the box, but enjoy the process as much as the participants will enjoy the result of your efforts. To meet deadlines, we had to replace the idea for city Ambassadors, with just city Collaborators. We strongly believe, though, that if we had the time to engage people with influence within the HUA, the Municipality would have long-term impacts in terms of visiting and promotion of its heritage and environment. This is something the Municipality of Nicosia might consider post completion of the project.

3.2. COMMERCIAL SUSTAINABILITY

At the time of this report, the Hub is still undertaking some Actions, including the Accelerator (Action 4, which initiated in September 2024), and thus it is too early to have attracted investments or funding. As the Accelerator gets underway and completes, the Hub team will have more data to evaluate on the outcomes regarding entrepreneurs' skills, networks, revenues, jobs etc.

3.3. CONTINUAL IMPROVEMENT

New Opportunities And Barriers in the HUA

In each quarterly review the Hub team assesses new and ongoing developments in the HUA that could influence the Hub's future, whether opportunities and barriers. The assessment is based on the "Ecosystem Elements" that comprise a HUB-IN city (full list of elements can be found [here](#) from page 11).

HUB-IN Ecosystem Element (main)	The new development	Opportunity or barrier	Next Step
Physical (and digital) infrastructure	CYENS move to a new building with an active co-working space and areas of meeting and collaboration open to stakeholders	Opportunity	CYENS new building has provided for the execution of events and social gathering, such as the Workshops within the Action Plan.
Physical (and digital) infrastructure	Funding initiative for student halls in the HUA to attract new residents	Opportunity	The refurbish of existing and neglected places in the HUA to welcome the students, and the optimisation of existing infrastructure so that the area becomes more accessible for people of all ages and all means of micro-mobility.
Knowledge	Transfer of the Architecture School of the University of Cyprus at the HUA	Opportunity	The refurbish of existing and neglected places in the HUA to welcome the students, and the optimisation of existing infrastructure so that the area becomes more accessible for people of all ages and all means of micro-mobility.
Urban Culture	Nicosia bid for European Capital of Culture 2030	Opportunity	Our projects align in promoting Nicosia's cultural assets on a European stage. The HUB-IN project's activities and digital tools provide compelling content that supports the bid.

Urban Culture

Opportunities for collaboration with the European Institute of Innovation and Technology community, and Regional Innovation Scheme Hub for Cyprus established at the CYENS Centre of Excellence

Opportunity

Opportunities for collaboration on activities within the HUA that are relevant to HUB-IN's goals.

Urban Culture

WIP (work in progress festival) - arts and technology festival is taking place in the HUA

Opportunity

Table 5: new opportunities and barriers in the HUA

3.4. FUTURE MONITORING / BENEFITS REALISATION

The HUB-IN programme ends in early 2025, and with it the formal requirements for monitoring.

The programme's monitoring reports are based on data available at a suitable "snapshot in time" a short period prior to its conclusion, to enable evaluation. Though the programme will no longer have any formal impact assessment after it completes, this does not prevent evaluation continuing in the HUAs.

Monitoring plans are still replicable by the cities in future years should they wish, or at regular intervals, in order to evaluate changes since the first "pre-" baseline or to compare with the first version of any replicated Actions. This continuation of monitoring depends on each city's appetite, as well as relevance of the monitoring plans after considering how the Actions have evolved, and whether any tweaks or replacements are needed to accommodate emerging needs of investors, decision-makers and beneficiaries.

Cities may therefore want to stay adaptive and refine their monitoring needs as Actions evolve.

For example, in the city's D5.2 Adapted Monitoring Methodology, there are baselines and / or plans for assessments that were not relevant in the final report - this could be for example because objectives evolved, or programme timelines are too short to detect changes, or practical constraints, or other reasons.

This could reference bring in some of the unused original plans for:

- *Municipal statistics*: for example on 10-year historic CCI annual turnover, number of CCI jobs, number of CCI organisations, annual rates of opening and closing CCI firms, tourist visitors and spend etc. It is too early to detect any changes in such larger scale datasets currently. They are also longer term impacts that the duration of the project (and will be subject to other factors beyond HUB-IN).
- *Digital Twin Focus Groups*: as the digital twin develops, exploring how the HUB-IN-related data can support local economies, communities etc.
- *Training workshop pre- and post- studies*: on skills gained, networks, joint ventures etc, as future workshops are needed, or conducting cohort studies with CCI attendees in follow up years, etc.
- *Accelerator pre- and post- studies*: it is currently too early to have this data, as it requires the Accelerator to have launched. Once appropriate, this can assess changes in skills, networks, revenues, jobs etc.

Alternatively, the future interventions in the HUA may require new forms or focus in monitoring, and city teams will best be placed to refine this as they go. Existing databases (baselines) and partners can be valuable for robust and cost-effective monitoring. Key principles in impact assessment include relevance and proportionality, so as HUA Actions and strategies evolve then so too might the approach for monitoring, in order to provide practical and meaningful insights to "prove and improve" the Hub's impact over time.

HUB-IN



Funded by the Horizon 2020 Framework
Programme of the European Union

The background image shows a long, narrow hallway with a series of repeating arches. The ceiling is made of dark wood with intricate carvings. The walls are also dark wood. The floor is made of light-colored tiles. The lighting is dramatic, with a strong red glow emanating from the far end of the hallway, creating a silhouette effect on the people walking. The overall atmosphere is mysterious and artistic.

D5.3 Evaluation Report

Slovenska Bistrica

October 2024



Funded by the Horizon 2020 Framework
Programme of the European Union

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HOW TO CITE THIS DOCUMENT

Pernat N., Taylor C., Taylor N., Vernik A.,
(2024). Evaluation Report (Slovenska
Bistrica), HUB-IN project - Hubs of
Innovation and Entrepreneurship for the
Transformation of Historic Urban Areas
H2020-SC5-2019, GA 869429.

PROJECT INFORMATION

Project name: HUB-IN
Grant agreement number: 869429
Project duration: 2019-2024

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STATEMENT OF ORIGINALITY

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

ABOUT HUB-IN

MISSION

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment.

The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs and is fully aligned with the international agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Belfast, Braşov, Genova, Grand Angoulême, Lisbon, Nicosia, Slovenska Bistrica, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main areas that hold potential for the Hubs' sustainable transformations: 1) Cultural and creative industries, 2) New lifestyles and 3) Endogenous Natural & Social Resources.

VISION

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

CONSORTIUM



Δήμος Λευκωσίας
Nicosia Municipality



Belfast
City Council



Cyprus
Energy
Agency



Agency of Braşov for the
Management of Energy and Environment



Infrastrutture Recupero Energia
Agenzia Regionale Ligure



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1. INTRODUCTION

1.1. SNAPSHOT SUMMARY

Action 1: Crouzet Hub, a central space for creativity, innovation and heritage

Refurbishment and activation of the local heritage building, called Crouzet.

Action 2: Crouzet start-up Accelerator programme

...for the creative and cultural sectors to boost entrepreneurship, innovation and encourage job creation.

Action 3: Mechanism of support for small local projects

Participatory revitalisation approaches, that will stimulate people to meet in the HUA and develop new ties.

Stakeholder views:

“Cooperation with mentors, lecturers and other team members brought new acquaintances and thus also new opportunities for cooperation.”

Entrepreneur

“[Small placemaking projects] contribute to the development of the city centre in accordance with the expectations and wishes of the public.”

Community co-creator

“A very positive experience that could be repeated multiple times for new creators.”

Entrepreneur

“I am convinced that accelerators are valuable tools for fostering innovation and creativity.”

Entrepreneur

Early numbers:

N.B. the actions are relatively early stage in building foundations, and impacts are expected at later stages

100%

of supported entrepreneurs in the Accelerator support the view that local heritage has untapped potential for entrepreneurial innovation

100%

of respondents in the small local projects agree that the public supports the HUA's development - yet doubt their ability to influence it

100%

of respondents in the small local projects agree that such participative placemaking projects should be replicated

83%

of respondents in the small local projects are willing to participate in such participative placemaking projects if replicated

82%

of visitors to the Accelerator's Demo Day felt it increased awareness of local creators in the creative and entrepreneurial sectors

79%

of visitors to the Accelerator's Demo Day felt it increased awareness of local cultural heritage in Slovenska Bistrica

75%

female representation of the local entrepreneurs engaged in the Accelerator with mentoring and wider support

64%

of visitors to the Accelerator's Demo Day were first-timers in the Crouzet, motivated to meet the local creators

50:50

split between under- and over-40's in the entrepreneurs supported in the Accelerator (50% 25-34; 50% 45-64)

9

skills directly coached in the Accelerator, with results in in co-creation, sustainability, heritage-based innovation, product development

6

co-created ideas for how the Crouzet can stimulate community interaction: sitting areas, concerts, dance evenings, fairs, etc

4

ideas for placemaking formed from community co-creation. First: creation of a small parklet with local school children

4

individuals and entrepreneurs selected for support in the Accelerator, innovating jewellery, clayworks, architecture and illustrations

4

co-working spaces refurbished in a heritage building, to be offered at affordable rates to start-ups, small businesses, and creative individuals

3 out of 4

of supported entrepreneurs intending to either definitely or probably rent a desk in the co-working spaces of the newly refurbished Crouzet building

3

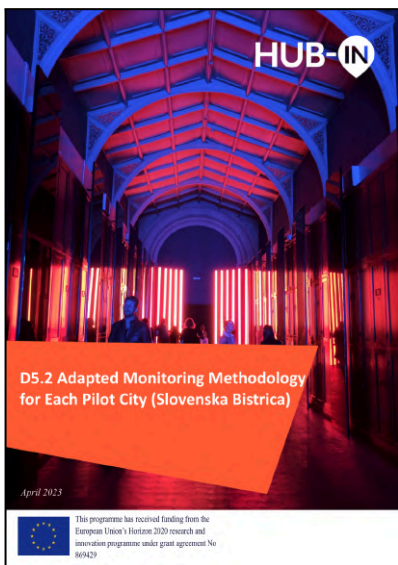
direct results from the entrepreneurs' network growth: a year-long collaboration contract; retail space at a new location; office space secured

1.2. OVERALL OBJECTIVES OF THE HUB



As per Slovenska Bistrica's Innovation Action Plan,¹ the Hub is located in the Crouzet, a heritage building within its historic centre that will be activated to become a centre for nurturing entrepreneurship, creativity, collaboration and innovation, hence contributing to the HUA's revival. To achieve this vision, the Action Plan will implement three core Actions aimed respectively at:

- setting up the Hub's physical space in the Crouzet building
- setting up an accelerator programme for the creative, crafts and cultural sectors to boost innovation, entrepreneurship and encourage job creation
- accelerating the regeneration of the HUA through participatory revitalisation approaches, such as placemaking, community co-creation, tactical urbanism, crowdsourcing and match-funding.



As per Slovenska Bistrica's Monitoring plan,² the city's prioritised outcomes were:

- Strengthened networks and co-ordination of current Crouzet orgs
- Improved business growth for the supported entrepreneurs (jobs etc)
- Increased social inclusion and civic participation in HUA development
- Improved attractiveness of Crouzet, its services and exhibitions

The Hub's logic model can be seen below in Figure 1.

To avoid duplication, methodologies and content covered in previous HUB-IN documents such as the Action Plan are not replicated here - consult those documents for details, available at <https://hubin-project.eu>.

¹ <https://hubin-project.eu/library>

² <https://hubin-project.eu/library>

Slovenska Bistrica Hub's logic model

→ Colour of arrows is just to make the links visible
 → - no other meaning

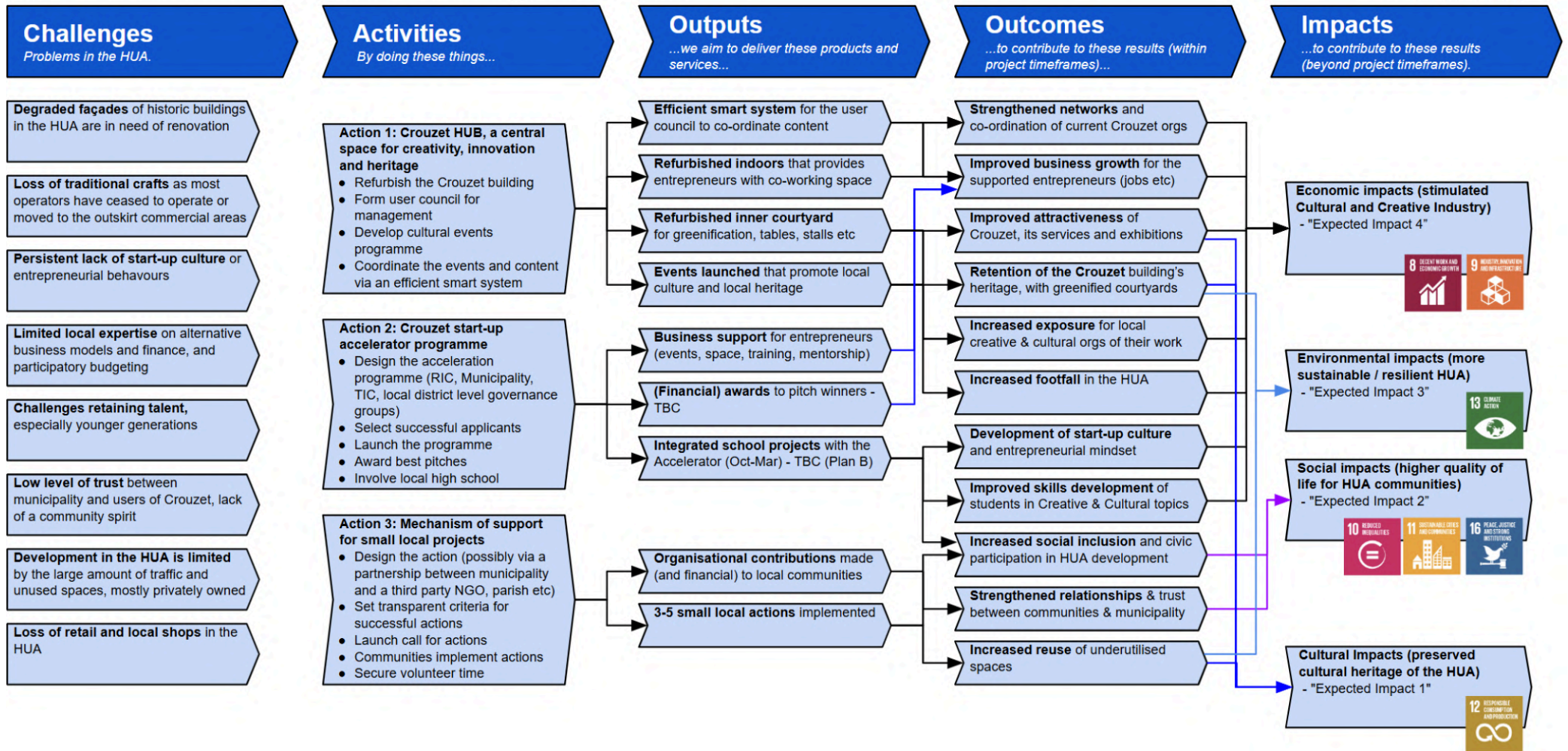
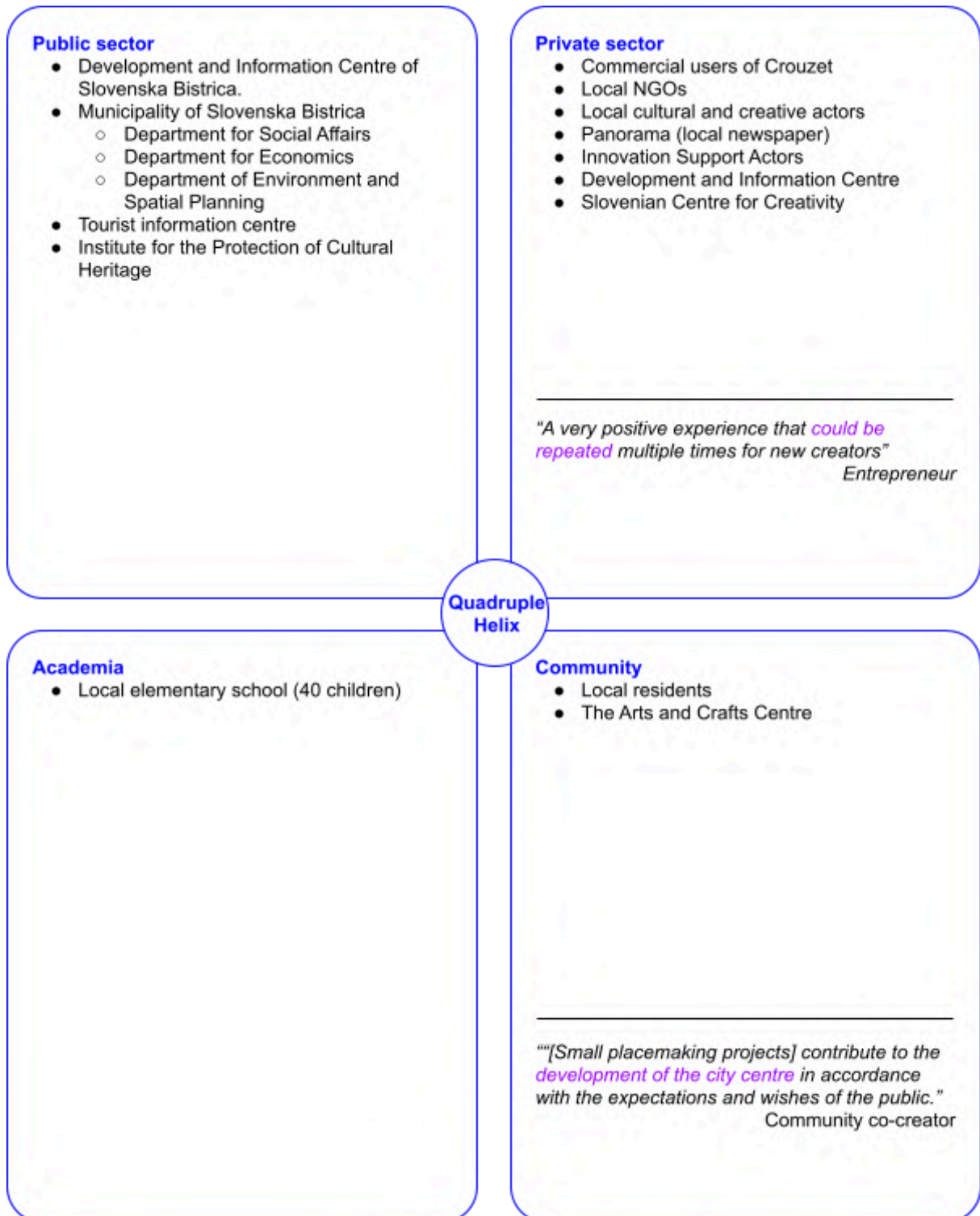


Figure 1: the Hub's logic model, illustrating the change pathways for the specific Actions' intended outcomes

1.3. STAKEHOLDER ENGAGEMENT

Stakeholders from different aspects of the “Quadruple Helix” were participants in the Hub’s development and delivery:



1.4. PURPOSE OF THIS DOCUMENT

This document is a summary of the city's impact assessments to date, based on data, insights, content and commentary from the Hub team and their monitoring tools. Work Package 5 "Monitoring and Evaluation" has also provided some light support with additional commentary or presentation, but is not scoped to audit city data or findings. By intention this report is built first and foremost on the city's views and language, thereby staying true to the "voice of the city" wherever possible. Key findings will be drawn into the document D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned"

1.5. LIMITATIONS OF THIS DOCUMENT

A few standard notes are important in interpreting data in all HUB-IN cities:

- *determining long-term impacts from short-term projects*
Some of the regeneration actions in HUB-IN cities are expected to contribute to results in the medium- or long-term (i.e. beyond the end of the programme). The monitoring in all HUB-IN cities that is used in this report necessarily finishes before this point, at a "snapshot" in their evolution. *Therefore, early or interim findings and evidence are presented at this stage, indicating the "direction of travel" towards the expected impacts rather than prematurely assuming any final answer.*
- *finite resources*
As with all programmes, there is a finite constraint around budget and effort available to monitor. Attempting to monitor all possible outcomes, with all possible data, and applying all possible assessment techniques, is not an appropriate or cost-effective approach in impact assessments. *Instead, a handful of priority outcomes are assessed, as identified with city teams, their stakeholders, the programme and WP5's support in their document titled D5.2 "Adapted Monitoring Methodology".*
- *principles of feasibility, relevance, and practicality are important for decentralised monitoring teams*
City Hub teams are responsible for their monitoring and analysis (and are the primary beneficiaries) but do not always have access to economists, social scientists, environmental scientists, statisticians or professional qualitative researchers etc. Some do have strong backgrounds in quantitative and qualitative fields, or access to university students. This mix is expected to be similar to Follower Cities, who may have varying degrees of experience and comfort in data collection and evaluation. *Thus, the expectation is not for overly academic, lab-level research and statistics - but for practical, easily replicable approaches that make use of available data to give usable insights to the Hub teams.*
- *data constraints (sample sizes, commercially sensitive data, community trust, stakeholder fatigue etc)*
Whilst there is some leverage over contracted parties to provide data (e.g. all Accelerators were advised to make completion of pre- and post- surveys a contractual condition of the innovators receiving payment), sample sizes are highly dependent on the scale of the action and often the willingness of respondents. Much data is self-reported without scope for auditing (e.g. revenues). Stakeholder or community surveys etc will not necessarily meet the sample sizes or probability-based requirements used in academic papers for statistically significant findings or hypothesis testing. Robust techniques for this level of quality were considered (e.g. large scale professional community surveys; difference-in-difference techniques etc) but - as per the points above on finite resources and the small / short-term nature of many Actions - these did not pass the programme's or cities' requirements for proportionality, relevance and cost-effectiveness. *Thus, findings should not be taken as fully representing the larger population in the city or cross-city, but as indicative for the samples consulted. The findings therefore investigate evidence for the outcomes and inform Hub adaptations, and areas of potential future study, specific to those Actions.*

For Slovenska Bistrica, challenges included some past historical mistrust that limits community willingness to engage in monitoring to some extent. See the city's tailored monitoring plan³ for detail on the chosen monitoring techniques, data collection plans and limitations (not duplicated in this document). Key findings will be drawn into the D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

³ <https://hubin-project.eu/library>
D5.3 Evaluation Report (Slovenska Bistrica)

2. ACTION-LEVEL EVALUATION

2.1. ACTION 1: CROUZET HUB, A CENTRAL SPACE FOR CREATIVITY, INNOVATION AND HERITAGE

Key metadata

Action themes	Creating the Ecosystem Infrastructure Sustainability
Action cluster	Cultural and Creative Industries
Expected outcomes (city level)	Strengthened networks and co-ordination of current Crouzet orgs
Expected impacts (programme level)	1: reversing abandonment and neglect of historic heritage (cultural) 3: boosting heritage-relevant innovation in HUA's and cultural landscapes (environmental) 4: cross-sector collaboration, job opportunities and skills (economic)

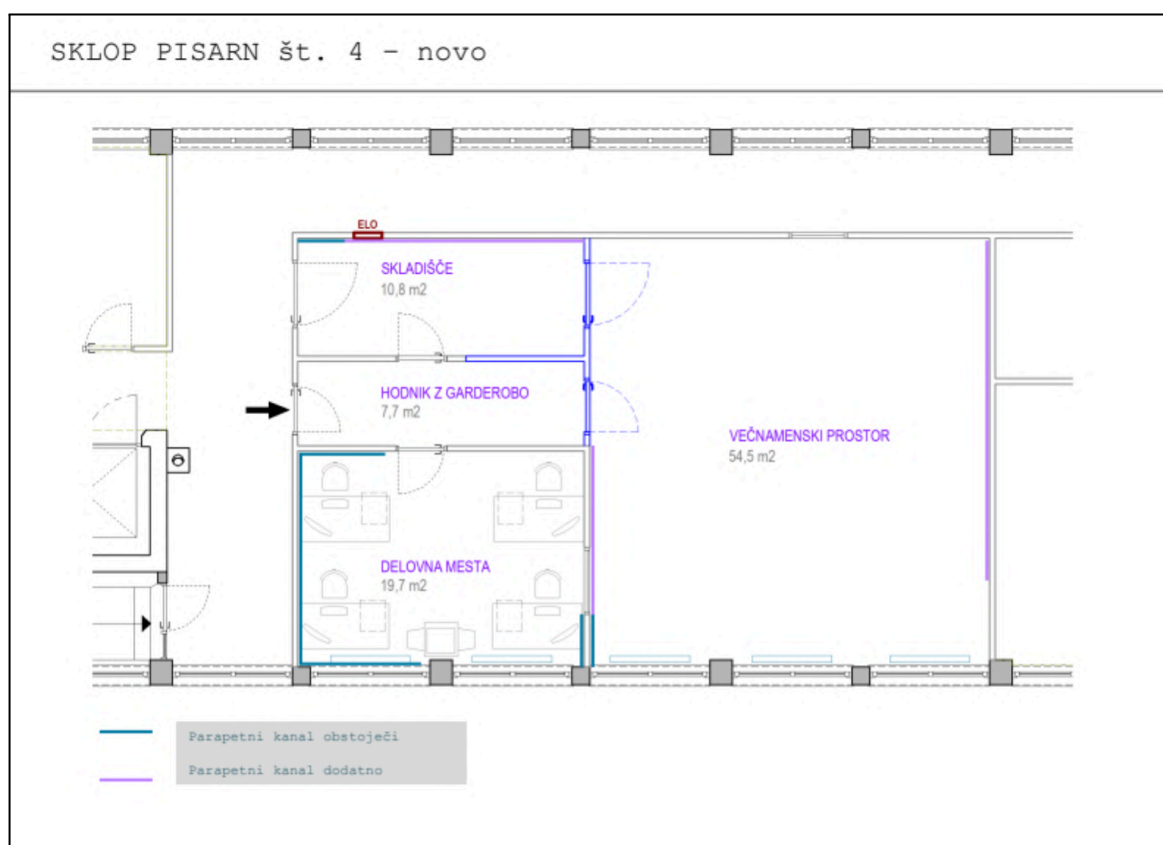


Figure 2: floor plans for the refurbished Crouzet Hub

Operational results

A design concept for the co-working space has been developed in collaboration with various stakeholders. For the refurbishment, we collaborated with the social enterprise KNOF, which specialises in developing circular business models.

As a result, the majority of the furniture in the co-working space has been acquired through reuse or made from recycled materials. Through this action, we managed to save a potential 384 kg of greenhouse gas emissions (in CO₂e, or equivalent carbon dioxide):

- 385kg of furniture saved from incineration by purchasing reused furniture, which prevented 179kg of CO₂e emissions according to the third party supplier's estimates (these are out of scope for direct verification by the Hub team).
- furniture made from recycled materials was crafted from 140 kg of recycled plastic and 60 kg of wood, saving 206 kg of CO₂e emissions according to the third party supplier's estimates (these are out of scope for direct verification by the Hub team)

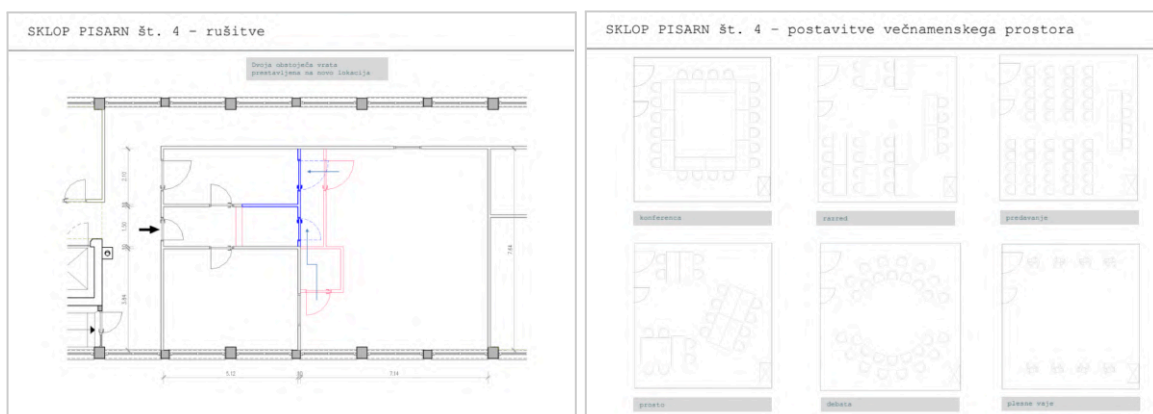
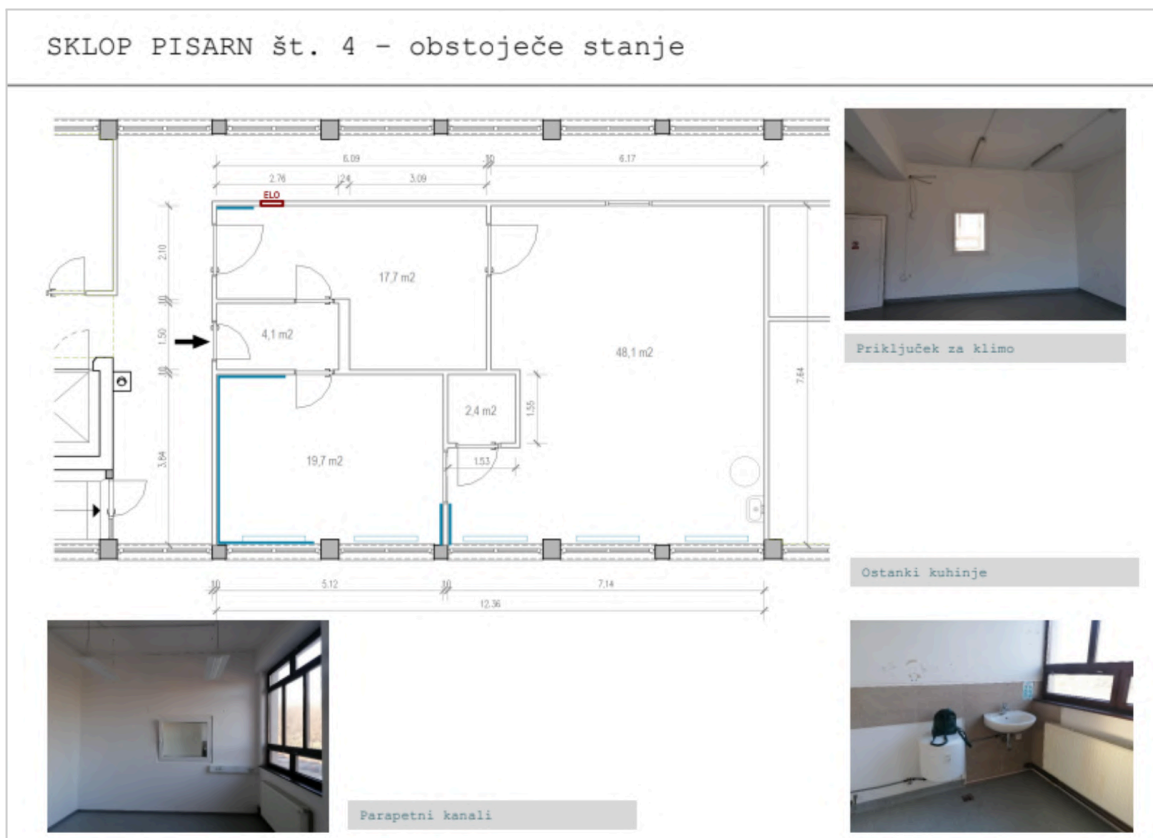


Figure 3: floor plans and “before” pictures of the refurbished Crouzet Hub

Outcome: Strengthened networks and co-ordination of current Crouzet orgs

The refurbished co-working spaces are too recent to be utilised at the time of writing this report, however the co-designed space has enabled us to create a versatile community / multipurpose room and an office equipped with four workstations. The newly organised co-working space aims to offer a valuable resource for start-ups, small businesses, and creative individuals in the city, integrating modern concepts into a heritage building.

These co-working facilities will be available for use and rental at an affordable rate, offering a valuable resource to interested parties. Market interest was explored amongst participants of the Accelerator, with mostly positive views regarding renting a desk in the Crouzet - see commentary below.

Further, the events to be implemented within Action 1 intend to draw much-needed activity to the area, reintroducing it and increasing footfall. The removal of dilapidated outdoor elements in the inner courtyard has significantly enhanced the Crouzet's visual appeal, creating a unique space for various events.

Next steps

A call for events has been launched to enliven and showcase the recently revitalised courtyards of the Crouzet hub. Four projects have been selected and will be implemented by the end of October:

Environmental sustainability

A creative workshop where children will use recycled materials to design and make clothes

Heritage and creatives

A street theatre performance featuring local tales

Industrial heritage

An exhibition of old communication equipment, which will be permanently housed in the Crouzet building

Heritage for wellbeing

A series of workshops promoting mental health, with a focus on local stories and heritage as the central theme

These events will provide diverse programming and celebrate various aspects of local cultural heritage. The revitalised inner courtyard offers a new venue for events, while the improved outer courtyard enhances the overall event experience.

2.2. ACTION 2: CROUZET START-UP ACCELERATION PROGRAMME

Key metadata

Action theme	Acceleration Programme / Challenge Calls Co-creation and Community Engagement Art and Creativity
Action cluster	Cultural and Creative Industries
Expected outcomes <i>(city level)</i>	Improved business growth for the supported entrepreneurs
Expected impacts <i>(programme level)</i>	2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 4: cross-sector collaboration, job opportunities and skills (economic)

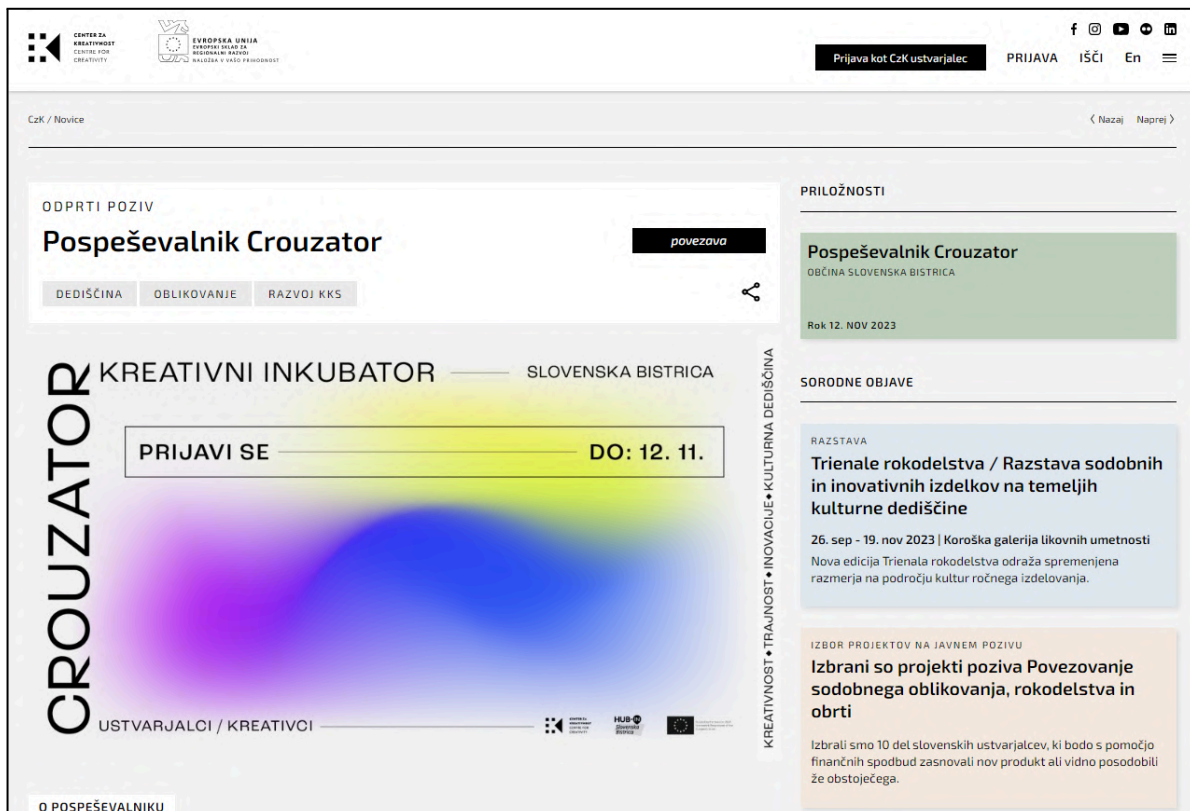


Figure 4: online information published for the Accelerator call

Operational results

An Accelerator program was designed and a call for applications launched. Participants in the program have received a financial incentive, access to four thematic modules, and 10 individual mentoring hours with selected mentors.

In December 2023, the four selected applicants started their project implementation:

Recycled aluminium jewellery workshops

Danuška Hauptman

Recycled aluminium jewellery workshops, based on traditional metalworking techniques passed down from generation to generation. Materials come from a local aluminium factory (2kg/year), contributing in a small way to the local ecosystem and reducing impact on the environment (local transport of materials). Any unused material is returned to the factory for melting and production, establishing a zero-waste cycle.

These workshops not only promote eco-friendly practices but also provide a platform for artistic expression through wearable art, utilising materials sourced from our local environment.

Intangible Cultural Heritage Illustrations

Hana Nekrep

The project involves creating captivating illustrations that celebrate and preserve the essence of our cultural identity.

It is linked to cultural local heritage of the built environment such as Bistriški Castle, Jakčev Mlin, the Roman Quarry in Bistriški Vintgar, and cultural intangible heritage such as the white villas on Pohorje, the White Castle Lady, Vodovnik.

Historical House Facade Replicas

Natalija Sinkovič

Clay replicas of the facades of Slovenska Bistrica's most significant historical houses. These replicas, designed as tea-light holders, offer a unique way to showcase our architectural heritage within a contemporary context.

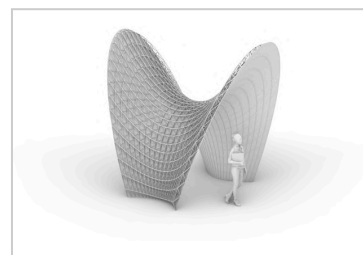
The product "Bistriške hiše" or "When the houses come to life" is related to cultural heritage, as all the manufactured houses are from this area. Together with the packaging and the attached description of the history of the house, they are intended as souvenirs or formal gifts.

Prefabricated scrap aluminium pavilion

Jure Kozmus, Hana Nekrep

Development of a 3D model of a prefabricated scrap aluminium pavilion, to raise public awareness about shared urban spaces often overlooked in smaller towns and stimulate thinking in the community about the future of space. By connecting the mediaeval HUA core with the aluminium industry, the project fosters a dialogue between cultural heritage and modern technology.

At the end of the programme, a showcase exhibition was organised where participants had the opportunity to present themselves and the products they developed during the accelerator programme. The event also served as a soft introduction to the refurbished co-working space, offering visitors a first glimpse into the space.



Process evaluation

The number of applications received significantly exceeded the Hub team's expectations. We received a total of 12 applications, out of which we selected four projects for further development. However, despite the high volume of applications, many did not meet the specified criteria outlined in the call.

This suggests that for future calls, we need to ensure that the call criteria are more clearly communicated and prominently visible. Additionally, we should encourage submissions that adhere strictly to call criteria to enhance the selection process.

Out of 12 applications, four entrepreneurs were selected as eligible for direct support. The balance was predominantly towards females in terms of gender (3 out of 4), and in the younger 25-34 age group (half) (see Figures 5 and 6 below). As targeted, the entrepreneurs represented a mix of experience and commercial status too, categorising themselves as: an independent entrepreneur, a community society, a group of individuals and a non-commercial individual.

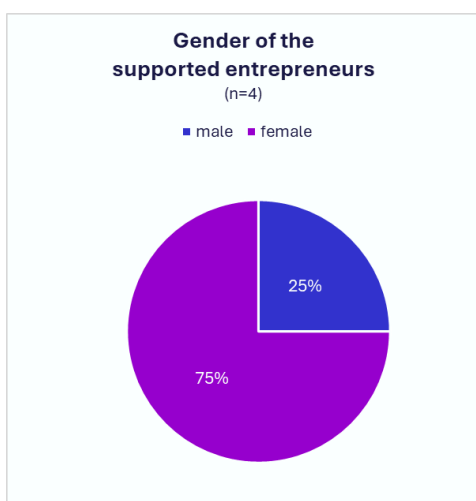


Figure 5: gender of the supported entrepreneurs

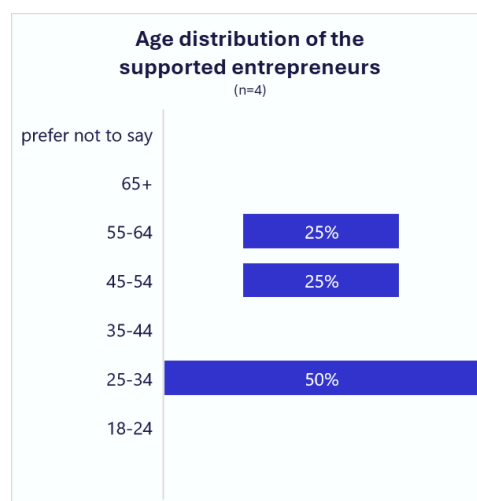


Figure 6: age group of the supported entrepreneurs

Pre- and post- Accelerator questionnaires were issued to understand changes in the entrepreneurs' attitudes, skills, behaviours, networks, and more. These results are presented below. As the programme is ongoing as at the time of the final HUB-IN reporting, the "post-" questionnaire happened during the Accelerator and thus the findings are considered interim.

Outcome: Development of a start-up culture and entrepreneurial mindset

Before and after receiving support, the entrepreneurs were given questionnaires scoring their agreement with three attitudes from 1 (strongly disagree) to 5 (strongly agree). See Figures 7 and 8 below for aggregate and individual scores of the four supported entrepreneurs - N.B. small sample size of four supported entrepreneurs.

The entrepreneurs champion very strong attitudes on local heritage's potential for innovation...

- "Local cultural heritage has untapped potential for entrepreneurial innovation": as per Figure 7, this remains completely unchanged with 100% strong agreement from all entrepreneurs before and after assessment, confirming a strong belief in the local heritage's potential for future innovation.

...but are less certain on the commercial models:

- "Local cultural heritage is a public cost (liability)": there was either disagreement or ambivalence with this statement prior to the Accelerator, indicating early perceptions that heritage does not definitely need to rely on subsidies or public costs to survive and thrive. All entrepreneurs maintained this score - with the exception of one who leapt from a view of Strongly Disagree to a Strongly Agree (the maximum change of +4 in Figure 8). As at time of this report, their product did not complete in a way that drew revenues, and this may drive a perception that success requires further funding - as connections with the entrepreneurs are maintained, the Hub team may be able to investigate and validate their feedback, and if any adaptations to future Accelerators could leverage their insights.
- "Local cultural heritage is revenue driver (asset)": this statement saw a decrease - initially all Strongly Agreed, suggesting positive expectations for the viability of their innovations. Two however changed their opinions, one slightly softening (but still Agreeing) and one making a bigger shift to Disagree - significant revenues were not expected by the end of the Accelerator given the short timescale, so it may be insightful to repeat this questionnaire in 1/2/3 years time and compare.

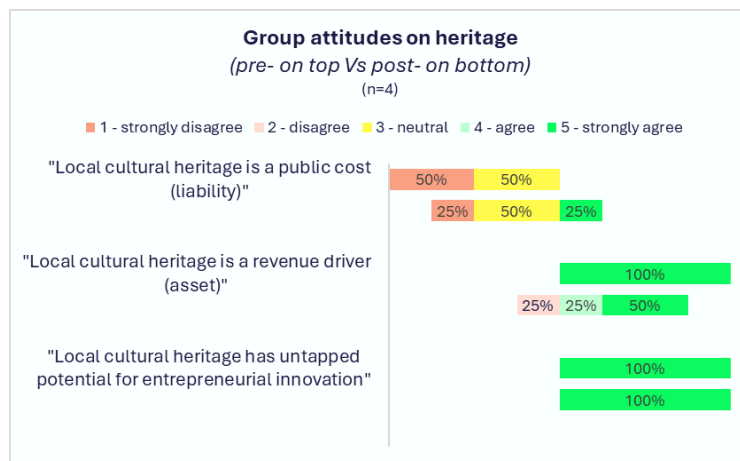


Figure 7: group attitudes on heritage

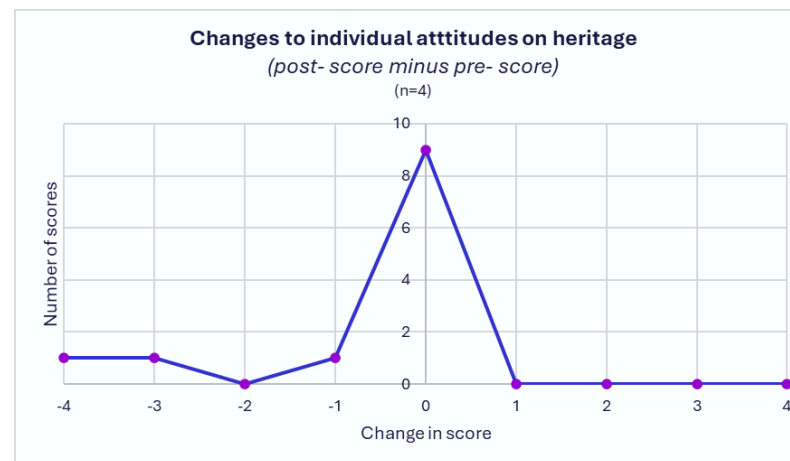


Figure 8: changes to individual attitudes on heritage
N.B. "liability" scores reversed to reflect that agreement is undesirable

"We want to encourage synergy between industry and community and create sustainable solutions for the future that will enrich the identity of our place."
Architect

Outcome: Improved business growth for the supported entrepreneurs

The supported innovators are mostly in the very early stages of their entrepreneurial journey, too early to have attracted revenues - in fact only one of them already identified as an entrepreneur before the Accelerator. As such, it is too early for them to see significant revenue channels opened or expand their staff base, and their evolution is thus focussed mainly on building the preliminary foundations for that growth: networks, experience, resources and skills.

The entrepreneurs self-assessed their abilities in key entrepreneurial skillsets that the Accelerator looked to help them hone, through the period of experimentation and dedicated mentors. Figure 9 shows the group scores, and can broadly be split into three key trends:

Strong view of skills in co-creation, environmental sustainability, heritage-based innovation and product development - all scored strongly and / or grew overall during the Accelerator, suggesting the entrepreneurs feel positive with capabilities in these skills, which are fundamental to HUB-IN's aims.

Some mixed ratings of knowledge of finance, accounting, sales and marketing, suggesting these could be valuable areas to adapt in future Accelerators, or make a focus of mentorship or other actions. Each skill saw decreases to some degree - this may be due to some stated challenging experiences with the experimentation, due to the early stage of their entrepreneurship or due to the effects of learning during the Accelerator what "good" looks like and adjusting their post-evaluation downwards - i.e. their post-assessment may simply be more accurate based on an improved understanding of these skills.

One particular challenge for entrepreneurs was in developing skills in Public Relations - most changed their self-assessment from generally high to either low or medium. At the extreme, one entrepreneur (an illustrator) dropped 2 scores (i.e. they left the Accelerator considering their skills Medium compared to a starting assessment of Very High) - as stated above, this can be due to increased awareness, but is worth investigating as an input to future mentoring.

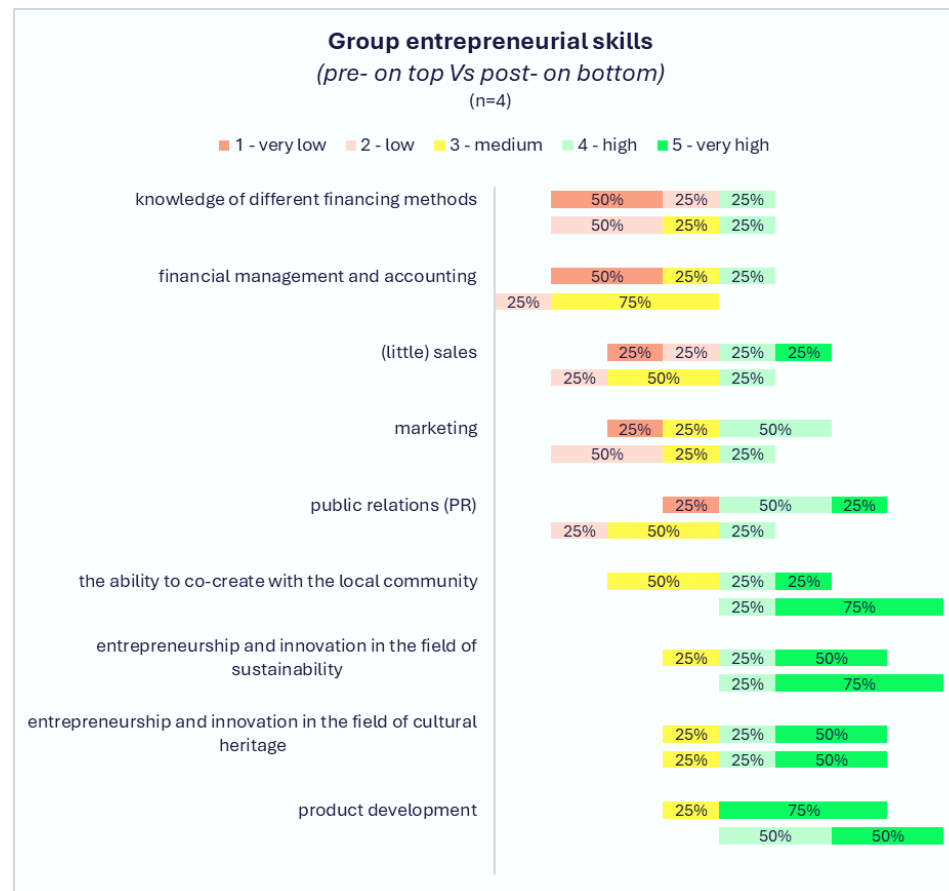
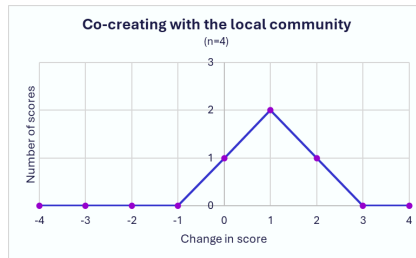


Figure 9: group entrepreneurial skills (self-reported)

The individual changes in skills fall into four typical patterns, each with its own relevance to current outcomes and future evolution of the Action. N.B. four entrepreneurs is a small sample size, but is the full set of supported entrepreneurs. Larger samples may also approximate these typologies, with similar take-aways.

Positive

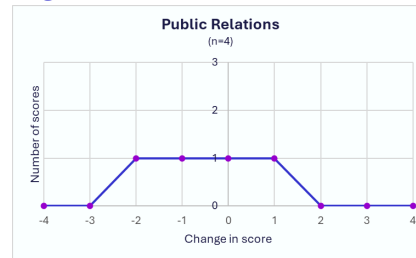


These types of results see an overall positive change in the group maturity, suggesting that the mentoring or experimentation processes were well-targeted for the entrepreneurs' abilities and potential. In the example for co-creation above, one entrepreneur increased two points (an illustrator who grew from '3 - medium' to '5 - very high'); two entrepreneurs increased one point, and one remained unchanged.

*Relevance: future iterations of the Accelerator may wish to build on the success and **replicate** (mostly unchanged?) the mentoring and experimentation elements that cater to:*

- co-creation
- sustainable entrepreneurship
- heritage-based innovation

Negative

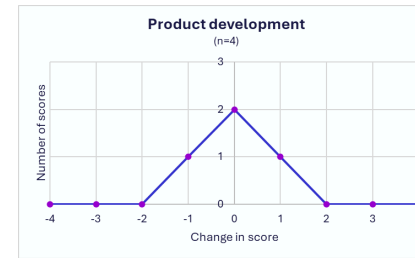


These types of results see an overall negative shift in the group's stated maturity. An overall decrease does not mean that all were affected equally: in the example above, two entrepreneurs decreased, yet another did not change at all and one even improved. If a subset still sees positive growth despite others struggling, then it may be that the mentoring model is still valid, and light adaptations or tweaks to external factors can help.

*Relevance: future iterations of the Accelerator may wish to "deep dive" with entrepreneurs to understand why, and **tweak formats** as a result on:*

- knowledge of finance methods
- financial management & accounting
- marketing
- Public Relations

Balanced

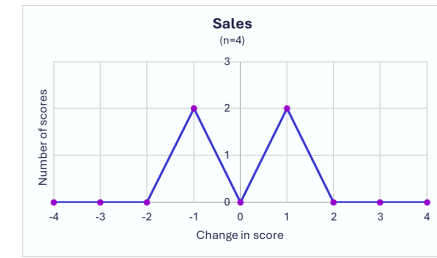


These types of results see equivalent increases or decreases. Changes net out overall, and there is a relatively high frequency of entrepreneurs who report no change at all from the support. Context is important as the lack of change could be due to various factors (was mentoring not challenging enough; or could the experimentation format be adapted; or were they already experts without growth needs; were they overconfident in pre- scores etc).

*Relevance: future iterations of the Accelerator may wish to interview entrepreneurs to understand if support was too basic or too advanced, and consider offering stronger foundations or **stretch coaching** in skills for:*

- product development
- heritage entrepreneurship

Polarised



These types of results have binary splits - individuals only either "win" (positive shift) or "lose" (negative shift) and nothing in-between. In the example above, the changes are a mirror image that balances itself out: all either decreased or increased, to the same extent. There is in-built uncertainty as the same format has a completely different result depending on the individual. N.B. some diversity in results is always to be expected.

*Relevance: future iterations may wish to probe why some succeed but others fail, whether business maturity or other conditions, and consider ways to **derisk** the volatility (e.g. buddy the less mature with the more mature? etc) and / or accept that variance is expected.*

- Sales

*"The final product varies: change came about due to **financial and time pressures**. The final prototype is an **optimised, simplified and cheaper version** of the original idea."*

Architect

Access to the mentorship was given high value, for the advice and constructive challenge received:

*"The accelerator was very business-oriented, the **mentorships helped open up the idea of entrepreneurship.**"*

Illustrator

*"Excellent. Each of the mentors contributed their valuable **ideas and concerns**, which helped me create the final product."*

Clay-worker

*"The experience with the assigned mentors in the accelerator was excellent. The mentoring program was well designed and implemented, and the mentors were experienced experts in their fields who were able to provide me with **valuable knowledge and advice.**"*

Jeweller

*"So far, we have had the opportunity to speak with one mentor, whose perspective on architectural thinking about space **opened up a series of questions for us and thus created many opportunities.** We are very much looking forward to meeting the rest of the mentors, hearing their opinions, views and reflections."*

Architect

Half of the entrepreneurs specifically called out their own need to simplify ideas within financial and time constraints, in order to become marketable products with a greater chance of commercial viability:

*"The original idea was to make Bistrica houses completely out of clay, which **turned out to be very time-consuming and difficult to implement.** Throughout the project, the idea was limited to the facades of old, historically important houses in Bistrica, with an added space for candles."*

Clay-worker

*"The final product varies; the change came about due to financial and time pressures. The final prototype is **an optimised, simplified and cheaper version** of the original idea."*

Architect

Some uncertainties for participants remain: for example the navigation of property rights, trademarks, patents etc to secure commercial value. When asked "Have you acquired any intellectual property rights that you would not have without the support of the Accelerator?" all answers were: "No, "No, it might make sense", "?" and "I don't understand". This could be an area to explore in future Accelerators - whether this is a local nuance whereby intellectual property rights are not needed for innovations; whether this is a potential blindspot that needs addressed through targeted coaching; or whether property rights are simply irrelevant to the types of products and services produced.

Additional “co-benefit” outcomes:

Strengthened networks and coordination of Crouzet organisations

Opportunities for networking ranked in the top three benefits as voted for by the entrepreneurs

(see Figure 10 below). Wider forms of coordination such as “new ways of working (co-creation with stakeholders)” was the second highest ranked benefit, which corresponds with the commentary above on development in skills for co-creation with local communities. “Access to talent” appears as the least important benefit in their eyes, so the Accelerator team may in future be able to understand if this is something to adapt in the mentoring, or whether this is more of a reflection of not needing to hire extra staff whilst they are still micro-enterprises, or due to other factors.

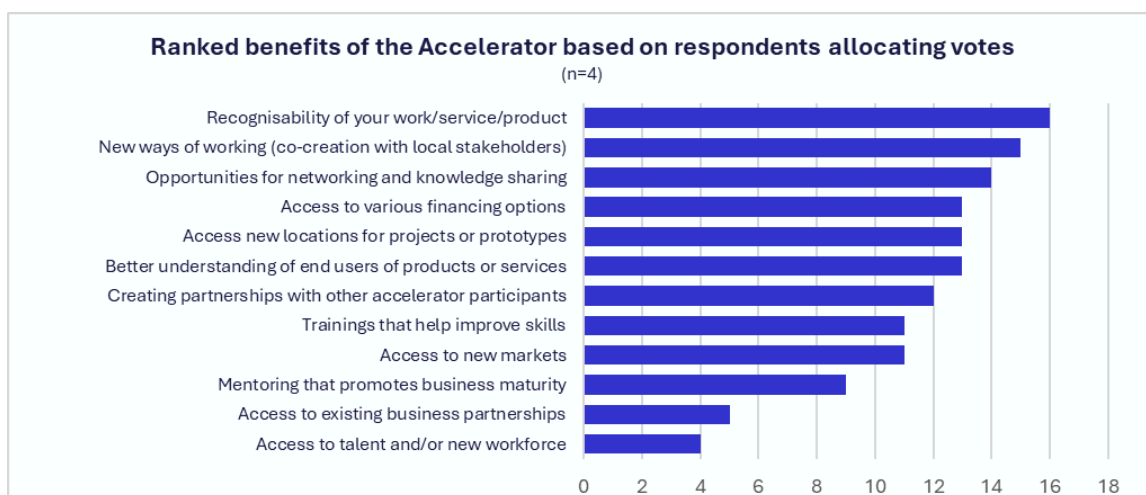


Figure 10: ranked benefits of the Accelerator based on respondents allocating votes

The innovations processes (co-creation and product refinement) also supported network growth, with more indirect benefits for branding, customer base and visibility. The entrepreneurs gave feedback on:

- *workshops with higher reach than expected:* 18 attending jewellery workshops, above expectations
- *receiving demand* for additional follow-up workshops
- *new customers* successfully attracted
- *new professional identities* as artisans
- *awareness raised* amongst the general public for their projects and the ethos behind them

*“The recognition of Slovenska Bistrica has increased significantly, which has led to an **increase in demand** for such types of workshops.”*

Jeweller

*“People know me as a craftswoman who creates various products, especially crochet and knitwear. **For the first time, I introduced myself to users as a clay designer.**”*

Clay-worker

*“The project is not complete, but is more about **raising public awareness** of the common urban space, which is often overlooked in smaller cities. In this respect, the project was successful, and I am sure that the **fruits will be seen in the future.**”*

Architect

*“It means a lot to me that I now have works of art related to my home environment, as well as to **present my art to the public** in Slovenska Bistrica and the possibility of selling it in TIC.”*

Illustrator

The growth in networks and new contacts for collaboration has yielded some commercial results

for some entrepreneurs, and potential future opportunities for others. In general, participants gained new knowledge from their connections, and gained access to new opportunities for showcasing and selling their products:

- *partnership contract*
winning a year-long contract for collaborating on artisan training
- *retail channel*
securing retail space at a new location ("TIC")
- *resources*
one of the entrepreneurs secured office space in the Crouzet building for her association

*"Thanks to my mentor, I was invited and selected as an external collaborator for aluminium jewellery design workshops at Centrum Rog in Ljubljana. I got a **contract for one year.**"*

Jeweller

*"Cooperation with mentors, lecturers and other team members brought new acquaintances and thus also **new opportunities for cooperation.**"*

Clay-worker

*"I got some **interesting contacts**; with whom I am in contact."*

Architect

Additional “co-benefit” outcomes:

Improved attractiveness of Crouzet, its services and exhibitions

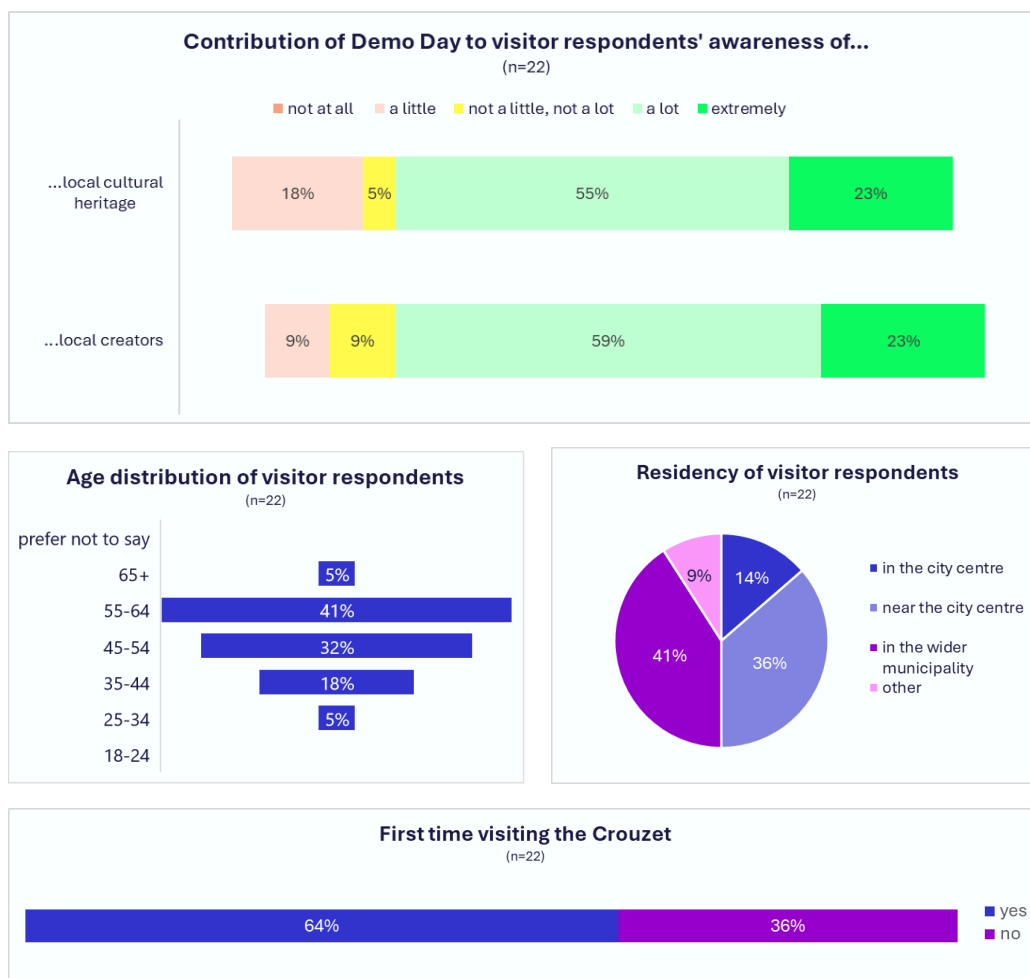


Figure 11: scores from Demo Day respondents on the effect on awareness on culture and creators; age groups, residency and discovery of Demo Day respondents

A Demo Day was held at the conclusion of the Accelerator with the entrepreneurs exhibiting their innovated products and services. The Hub team conducted a questionnaire of visitors to understand some key information on perceived benefits, of which 22 responded out of approximately 30-40 visitors.

Over 80% felt the day increased awareness of local creators in the creative and entrepreneurial sectors in Slovenska Bistrica (82% of respondents selecting either a 4 or 5 when asked to scale their increased awareness on a scale of 1 - 5, with 1 being “not at all” and 5 being “extremely”).

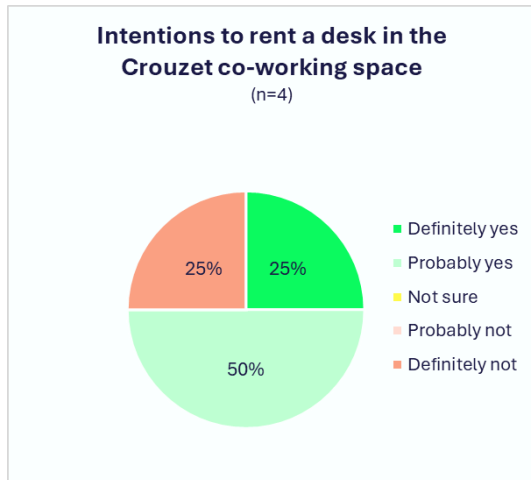
A similar majority increased awareness of the local heritage of Slovenska Bistrica (77% of respondents). In combination with the new first-time visits to the Crouzet (below), this appears to have been successful at generating local awareness.

Demographically, half of respondents were local residents (live in or near the HUA), supporting the Hub team’s ambitions that a fair proportion of awareness benefits are disseminated locally. The majority of ages were over 45, and also a majority female (77%).

A high proportion of first-time visitors to the Crouzet (64%) was reported by the respondents, with the vast majority stating their primary motivation for visiting was precisely to meet / support local creators - suggesting that future Accelerators (“Accelerator 2.0”) can likewise use Demo Days and other dissemination events to generate interest and engagement in discovering the Crouzet amongst local residents not previously experienced familiar with the building, its heritage and refreshed offerings per Action 1. By attracting visitors, this may assist with the goals of Action 1 (“Crouzet Hub, a central space for creativity, innovation and heritage”) by enabling visitors to become familiar with its potential as a co-working and / or event space.

Additional “co-benefit” outcomes:

Improved attractiveness of Crouzet, its services and exhibitions



For the support entrepreneurs, their growth in networks and other benefits (as described above) can ideally support the utilisation of the newly refurbished Crouzet building.

The entrepreneurs generally indicated positively about renting a desk in the building once ready: one ‘definitely yes’, one ‘definitely not’, and the rest ‘probably yes’. The views broadly fit with the Hub team’s ambition of having the Crouzet host innovators in its co-working spaces and - crucially - maintaining enough interest to avoid vacant or underused spaces. Four entrepreneurs is a small sample, but for small local neighbourhood- level spaces, this gives a useful indication of potential interest.

Figure 12: the entrepreneurs’ intentions to rent a desk in the Crouzet co-working space

Testimony from one of the Acceleration programme entrepreneurs

“My service is linked to cultural heritage in several ways:

Use of traditional techniques:

*Workshops for **designing jewellery from recycled aluminium** are based on traditional metalworking techniques that have been passed down from generation to generation in Slovenia. This allows us to create unique products that at the same time **respect the rich history of craftsmanship** in our region. **Use of local materials:** The aluminium we use to make jewellery comes from a local factory with a tradition. This means that we support the local economy and **reduce our impact on the environment** by reducing the transport of materials.*

Location:

Our workshops take place in the premises of the old city center, which is rich in cultural heritage. This creates a unique atmosphere that is perfect for creative expression and connecting with the past.

Benefits of connecting with cultural heritage:

Increased visibility:

*Connecting with local culture and history has helped us **increase brand awareness** and **attract customers** who appreciate unique and authentic products.*

Supporting the local community:

*By using **local materials** and working with **local artisans**, we contribute to the well-being of our community.*

Disadvantages of connecting with cultural heritage:

Limited target audience:

***workshops are not attractive to everyone**, as some people are not interested in cultural heritage.*

Difficulty adapting to trends:

traditional techniques and materials may not be as flexible as modern ones, which can make it difficult to adapt to the latest fashion trends.

*Despite some challenges, I believe that the advantages of connecting my workshops with cultural heritage outweigh the disadvantages. I am proud to run workshops and create products that are unique and sustainable while respecting the rich history and **traditions of our region**.*

Next steps

All entrepreneurs indicate that the Accelerator made a difference difficult to obtain elsewhere:

when asked “what would have happened without the support of the Accelerator?”, responses included “we wouldn't have been able to develop and produce the product in such a short time”, “the idea would not have been realised so quickly”, and “the project would have never developed”, and “this series of works of art related to Slovenska Bistrica would not exist.”

Relatedly, they indicate appetite for repeats of the Accelerator in the future and the Hub team has been working on detailed plans for replications (“Accelerator 2.0”). The first edition of the Accelerator programme was concluded in May 2024. In July, Accelerator 2.0 was launched, and 13 applications have been received. Up to six projects will be selected.

*“The program provided valuable support in growing my creative workshops and exceeded expectations. **I hope that more similar programs will be available** in the future as they are extremely beneficial for startups and can significantly impact their success. I am convinced that **accelerators are valuable tools for fostering innovation** and creativity.”*

Entrepreneur

*“A very positive experience that **could be repeated multiple times** for new creators.”*

Clay-worker

Future iterations may also want to build on entrepreneurs’ reported challenges, whether time and scope constraints, challenges bringing innovations to market, or the skills and attitudes commentary above:

*“Many challenges, especially **time and financial constraints** (always key in architecture).”*

Participant

*“**[I have] too many projects**, ideas, work at once.”*

Participant

*“Because **I'm a perfectionist**, I'm still not satisfied with the product and I'm investing a lot of time in its development.”*

Participant

2.3. ACTION 3: MECHANISM OF SUPPORT FOR SMALL LOCAL PROJECTS

Key metadata

Action theme

Placemaking
Co-creation and Community Engagement
Art and Creativity

Action cluster

Resilient and Human Connected Places

Expected outcomes (city level)

Increased social inclusion and civic participation in HUA development

Expected impacts (programme level)

- 1: reversing abandonment and neglect of historic heritage (cultural)
- 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social)
- 3: boosting heritage-relevant innovation in HUA's and cultural landscapes (environmental)



Operational results

The action combined HUA revitalisation with civic participation and co-creation. The aim was to engage the local population / initiatives to collectively implement small actions that would contribute to the regeneration of rundown areas and more vibrant public spaces.

The idea was to show citizens that through placemaking actions, they could experiment with interesting new ideas for the town and view community development as a shared and collaborative process, rather than something they simply request and expect the municipality to deliver. One of the main challenges was that community organisations often operate independently and find it challenging to participate in initiatives that extend beyond their primary focus areas.

The first series of the small-scale actions has been implemented: including the creation of a small parklet with locally made benches, planters, art installation and pavement painted by local school children.

The activation needed extra support through workshop design to inform, inspire, and activate people on joint placemaking activity in the city centre. The process of activating residents and recruiting participants progressed slowly because it was necessary to establish an effective information strategy, as such processes had not been carried out in the Municipality of Slovenska Bistrica before.

During the initial stages of the process, we conducted a workshop focusing on sensory perception of space and aligning experiences with space requirements. This facilitated the generation of ideas aimed at enhancing the space according to its specific needs, culminating in the creation of a 'Map of Wishes' for the Crouzet area. Some suggestions include creating event and concert spaces in the inner and outer courtyards, establishing seating areas, introducing green spaces, and developing a cultural centre with appropriate programs.



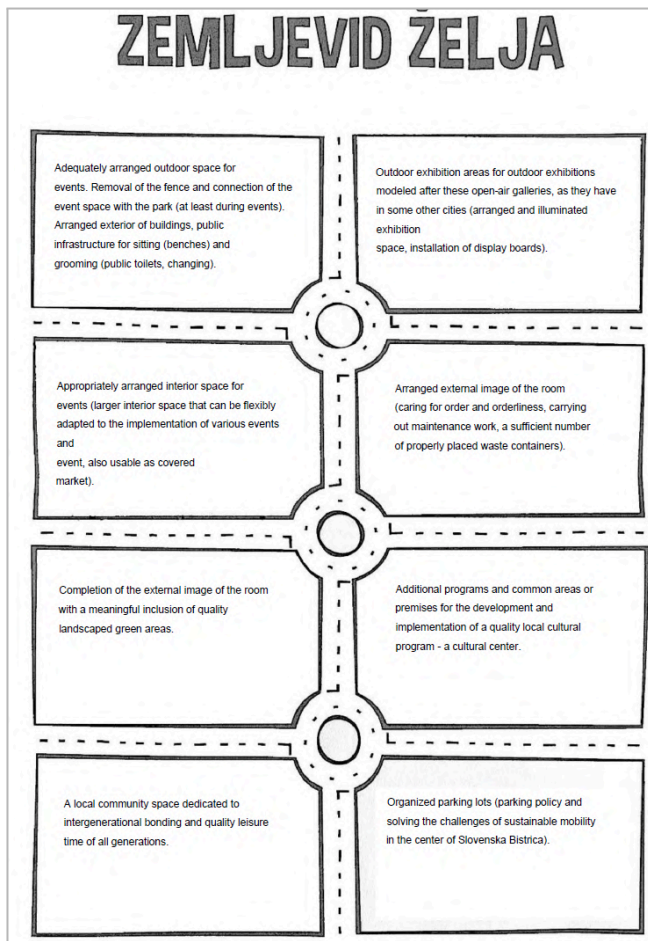


Figure 13: "map of wishes" from the community ideation (translated)

The "map of wishes" produced by the local community promoted ideation on opportunities for the refurbishment / development of the heritage Crouzet space and its role promoting / enabling interactions with the community:

- outdoor event exhibition spaces
- public furniture and meeting spaces
- adaptive interior event spaces
- waste management
- green spaces
- a cultural centre and programmes
- intergenerational bonding opportunities
- mobility solutions

Despite the small number of participants (29), four clear and feasible ideas were formed,

comprehensively addressing the space's activation and functionality. Due to the obligations of the participants, the process was designed to be flexible (e.g. (participants were volunteers, so the meetings mostly took place in the afternoon in order to adapt to their availability). This approach allowed for a broad spectrum of participatory activities, permitted organisational freedom, and enabled real-time adaptation to changing factors.

The entire process took place from 30th August to 18th November 2023. It included eleven meetings (both in person and online) and approximately 90 hours volunteered (40 by elementary school children)



Figure 14: the first action, a small parklet with locally made benches, planters, art installation, and pavement painted by school children

The result of the first set of actions was the creation of a small parklet with locally made benches, planters, art installation, and pavement painted by local school children.

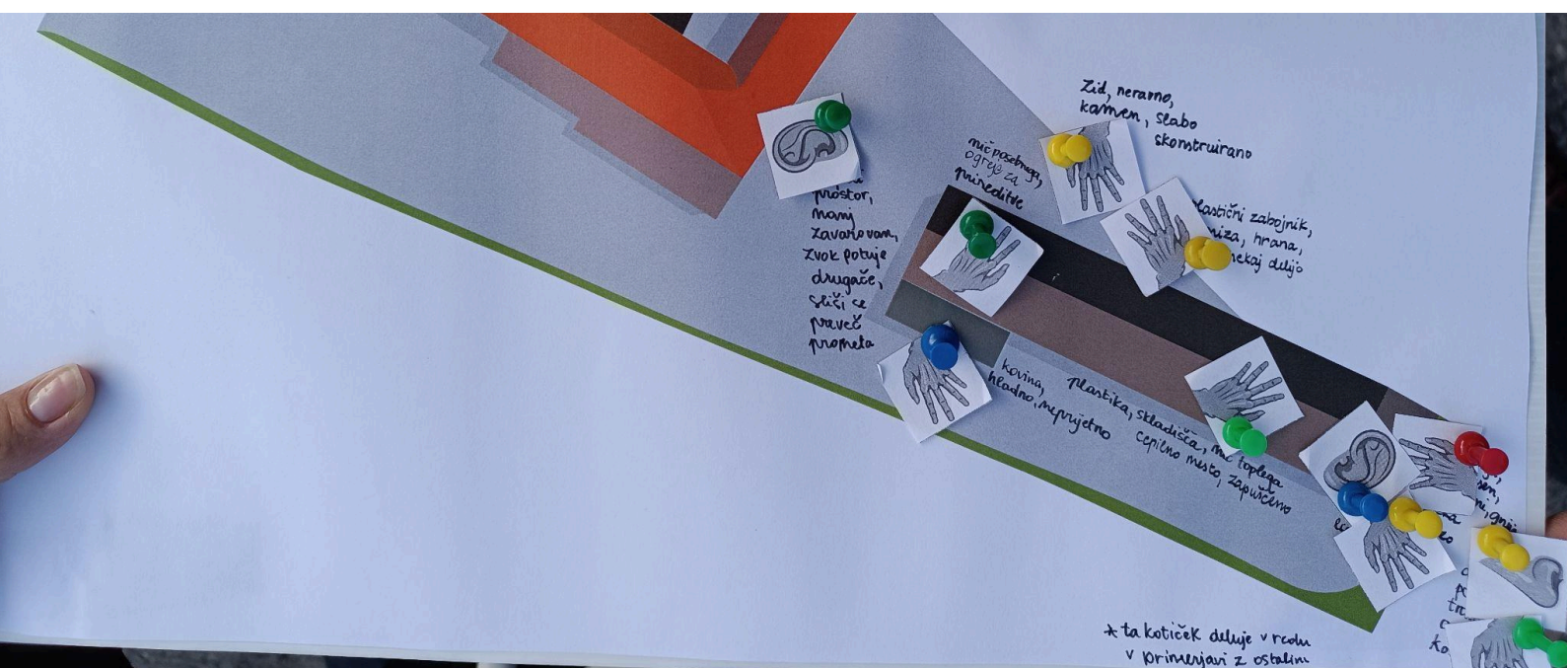
Process evaluation

It's important to align the level of support with the degree of openness (regarding what people could do and where they could do it). To improve engagement and response rates, we could have initially implemented a process of inspiration, capacity building, and ideation through short, engaging workshops. This approach would have helped to raise awareness among citizens and organisations before diving into specific action development. At the outset, we did not adopt this strategy, leading to a low response rate to the call, only one application was received at the first pass. This indicates that skipping this initial step was likely a mistake.

The call was very open-ended: however this openness made it difficult to motivate participants without adequate support and guidance. Balancing flexibility with simplicity is crucial; our experience suggests that greater openness necessitates more support. We found better success after reviewing the wide range of potential locations and then narrowing the focus to a more specific site.

Limited communication capacities were a significant barrier to promoting events and opportunities. We found fewer active and functional social media channels than anticipated. In such situations, it's essential to prioritise and invest in traditional methods like word-of-mouth, posters, and leaflets in high-traffic areas. Effective communication is critical and requires substantial time, effort, and resources. This experience underscores the importance of a well-planned communication strategy that accounts for local capacities and available channels.

The clearer we can be about the purpose and goals of the action, the easier it will be to communicate the reasons for public involvement. Clear and compelling messaging about the action's importance can significantly enhance community engagement and participation.



Outcome: Increased social inclusion and civic participation in HUA development

Participants in the Local Small Projects were engaged in order to understand shifts in attitudes

via a few select questions and encouraged to provide wider feedback (this could not be considered as mandatory, recognising the challenge outlined above about trust). A question on perception of personal influence over the HUA's future was chosen (feelings of determination), as well as a perception of the broader community's support for development of the HUA (public support). See Figure 15 below (N.B. limitations in interpretation due to small sample size of seven, and one fewer respondent in the post- than the pre- survey).

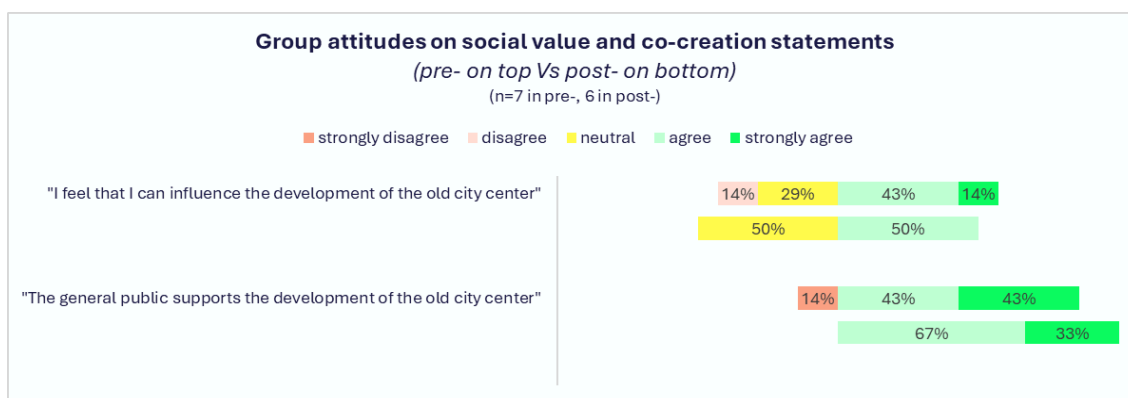


Figure 15: attitudes of co-creators of the Small Local Project.

Participants appear split on their ability to influence their HUA (a core attitude if they are to meaningfully participate in future). Prior to the Action, there were some diverging views ranging from disagreement to neutrality, agreement and strong agreement. After the action, there is a 50:50 split on disagreement and being neutral / undecided. Some Strongly Agree softened their views, but no Disagreements are present, which suggests that there are no impassable barriers to evolving these attitudes with further engagement. It should also be noted that this is a small sample size and the participants are not a statistically significant sample representative of the population - they are applicants to the Action, who then agreed to share some feedback responses - therefore these results can not be taken as valid for the overall population. It may be worth the city team understanding for future actions if the results are because of a perceived limited scale of projects, or the inexperience of participants in capacity building, or other factor(s).

An overall positive shift in perceptions that the public supports the development of the HUA.

Before implementing actions 86% agreed (agree or strongly agree), growing to 100% after the actions. The full positive suggests that (at least amongst respondents) there is a perception of goodwill in the general public to participate in HUA placemaking and the action has contributed to that.

Combined, these may suggest that development is viewed as welcome yet outside personal remit

- i.e. still seen as something outside of the community's power to influence (this would fit with historic challenges with participation, ownership and entrepreneurial spirit). This would be worth exploring ongoing with any future actions, to assist future iterations with increasingly addressing this.

"Nowadays, there is less and less cooperation between people, which is not good."

Co-design participant

Respondents were also asked on next steps: willingness to cooperate in future replications, as well as whether this was their first time participating in placemaking co-creation:

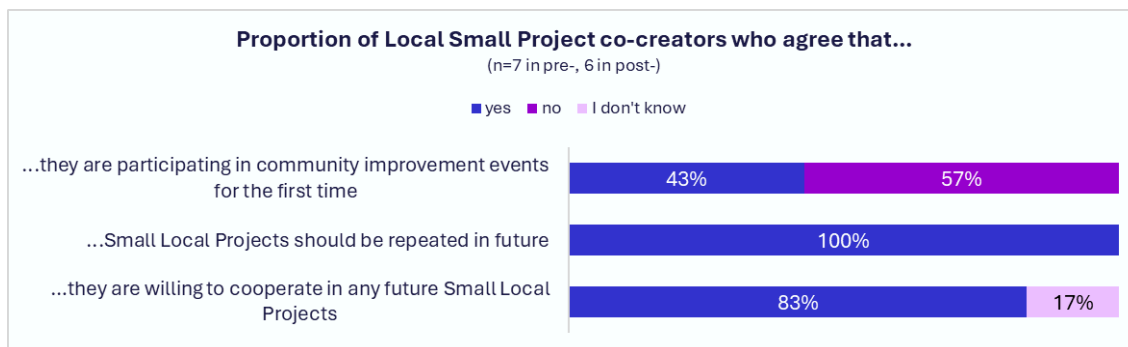


Figure 16: participation views of co-creators of the Small Local Projects

The feedback had some positive results on the future potential for replicating Small Local Projects:

- for almost half (43%), this was their first such co-creation in placemaking events suggesting they were reaching a fair proportion of the intended audience, in terms of potential to encourage residents to see the value of placemaking activities and evolve attitudes in this regard
- all respondents agree that the placemaking actions should be repeated with one respondent commenting on the simple need for them: "because someone has to"
- the majority (83%) expressed willingness to participate in similar future actions as they "believe that such content contributes to the development of the city centre in line with public expectations and desires" and because "in today's world, there is increasingly less collaboration among people, which is not ideal". Only one respondent did not express with a definite yes - but also not a definite no - they would participate if they have time, which matches other feedback comments about the location and theme of the placemaking being important for participation in the future.

*"Such content contributes to the development of the city centre in accordance with the **expectations and wishes of the public**. Congratulations on your efforts."*

Co-design participant

Next steps

The Hub team plans to run another series of Small Local Projects (SLP) in the coming months. The idea is to design better plans around the extra support needed to activate the local community.

Additionally, we have set up a suggestion board in Crouzet to gather ideas from the local community about what they would like to see in the inner and outer courtyards of our Crouzet Hub. Suggestions received from the community include (categorised by Entrepreneurial Ecosystem)⁴:

Physical (and digital) infrastructure
 sitting area
 concert stage
 well-maintained / revitalised inner courtyard

Urban Culture
 dance evenings
 different fairs
 courtyard café



Figure 17: the local suggestion board

⁴ <https://hubin-project.eu/library/hub-in-framework-overview/>
 D5.3 Evaluation Report (Slovenska Bistrica)

3. HUB-LEVEL EVALUATION

3.1. REFLECTIONS ON SUCCESSES, RISK AND RECOMMENDATIONS

The Hub team and stakeholders find several successes and obstacles that are likely relevant to replicating and / or scaling the Actions, either in the HUA or in Follower Cities:

Implementation

What went exceptionally well

Expertise that comes from partnerships: the contracted external coordinator for the Accelerator programme proved to be an invaluable and experienced partner throughout the process, and they also brought a pool of mentors to guide our participants.

Levels of innovation in the Accelerator: the participants of the Accelerator developed innovative products that have the potential to enhance the promotion of local heritage significantly, and could also serve as unique tourist and / or protocol products.

Interest in the Accelerator: we were pleasantly surprised by the number of applications to the accelerator call (12) and the final products, which far exceeded our initial expectations.

Foundational programmes for the future Hub: the incubation of the Crouzet Hub ecosystem is happening through several programmes that were developed as part of the HUB-IN project and represent a novel approach in the local environment. The conceptual design of these programmes represents a novelty, and in some cases, the locals have not yet fully understood these specificities. This can be observed in the high number of proposals that do not pass the benchmark for being supported. However, the proposals that have been selected have so far resulted in results above expectations and are thus providing a good base of local examples for the next stage of Hub's activities. These programmes are:

- **Crouzator Accelerator** (activating, supporting and connecting local creatives and entrepreneurs through a comprehensively designed up-skilling programme), aiming to combine contemporary, innovative, creative production with the rich cultural heritage of the local environment, where traditional knowledge, skills, community participation or local materials serve as a source of inspiration for new ideas, services or products.
- **Small-Scale Actions programme**, that is bringing placemaking methods and activating the local community to co-design and co-create spaces that re-activate the HUA
- **Crouzet Hub Events programme**, which is aimed at valorising local heritage, supporting creative and artistic expressions and connecting organisations and community to the historic area of the city.

What did not go to plan

Timelines and complexity of coordinating the Crouzet refurbishment: the revitalization of interior and exterior spaces in Crouzet was more time consuming and required a lot more coordination between various actors than originally anticipated. Also the services and works have turned out more expensive than initially planned.

Resources required to foster placemaking mindsets and capacity: The first small-scale action "Pestro Mestro" has been a valuable learning journey. The aim here was that, through the placemaking actions, citizens would try some interesting new placemaking and community-building ideas for the town and would also come to see community development as more of a shared and collaborative process. In Slovenska Bistrica it is common for citizens to expect any public initiatives to be delivered and paid for by the municipality. In addition community organisations tend to work in quite individual ways and generally struggle to join initiatives that stretch beyond their core focus. To overcome these challenges the pilot Pestro Mesto was aiming to open minds and demonstrate new ways of working. One key lesson learned from this process was that introduction of novel initiatives into the local environment should not be underestimated in terms of how much time and effort they take to build initial awareness, understanding and inspiration to engage citizens with the overall idea of placemaking. In this initial pilot, the lesson learned is that too little investment and resources were put towards this process of inspiration, capacity building and ideation through for example short engaging workshops (town-walks, place-sensing, emotional mapping, and initial idea formation workshops), resulting in low response rate to the public call.

Trade-offs between flexibility and focus in the placemaking calls: In order to attract a broad audience, this first call was very open in terms of what people could do and where. However by trying to provide more flexibility, the simplicity factor was lost. This openness in the end would require more advice and support to get people motivated. Again, it is likely that the lesson was that more openness requires more support alongside. With limited support available, it worked better once the focus was narrowed to the more specific place/site.

Communication processes and channels to promote events and opportunities proved challenging. Capacities for communications work and channels in the local Slovenska Bistrica team were limited. For example, the Municipality of Slovenska Bistrica is not using social media at all, RIC (Razvojno Informacijski Center) a bit, and that there is a private "what's on" website that locals are using (but ads need to be paid for). The lesson is that if we don't have enough communications capacity in-house then more investment in communications support work would be important next time. Also, if there are few active / functional social media channels, then the team should plan to prioritise and invest in using classic word-of-mouth channels, posters, and leaflets in locations where people are active day-to-day. Direct phone calls to key people are still very effective. Good communication is critical, but it requires time and effort (thus resources).

Clearly communicating the value-add: In the future, it would also be good that such initiatives have clear value-added messages ("what is in it for me / for my community") and also clear communication on the value of such activities to various municipal departments that can otherwise represent a barrier if excluded from planning and on-going conversations about such initiatives (especially the public spaces work team).

Awareness raising and inspiration for Accelerators and events: judging from the number of proposals that didn't make it through the selection criteria for the first Accelerator and Crouzet Hub events programme call, it is important to invest time and effort into familiarising the stakeholders and the public of the novel initiatives and their particularities through more intensive processes of awareness raising, capacity building and inspiration.

Major turning points

Joint internal and external reflection session for the small scale actions - the turning point was the joint reflection session between the team and external support. The learnings were identified and have been taken on-board for the Pestro Mesto 2.0: it is focused on Crouzet courtyards; it is more targeted (to youth and local schools); it identified a couple of local champions to help drive the initiative; it is better promoted, foremost through direct communication channels etc; and the city department is included in planning.

Programme co-designing sessions: the turning point for the Accelerator was the meeting and programme co-designing sessions with Centre for Creativity, when it finally started to feel that a local Accelerator that centred on creativity as well as heritage promotion, development and(re)valorisation had started to take shape. Furthermore, with a few but very successful examples from the Accelerator 1.0, the good practice base is now established to inspire the next generation of potential Accelerator participants for the Crouzator Accelerator 2.0.

The turning moment for the physical HUB was the establishment of the collaboration with the circular economy company Knof to deliver sustainable and circular fit-out of the Crouzet HUB interior spaces.

Risks and issues encountered

Changing political will - a risk identified in the Actions was the potential for local elections to result in a change of political will that may affect the resources and priorities of the HUA's proposed development. However, as the elections took place in the autumn of 2022, the change of political will was not expected for at least four years. By then, the refurbishment process will be finished.

Completion dates for the Crouzet renovation: the renovation of co-working spaces and revitalisations of the inner courtyard at Crouzet location are taking longer than anticipated. The participants of the Events Call will have to adapt the dates of their events in case they were planning to do an event in early June 2024.

Attracted finance: one of the bigger risks is that the Municipality will not be able to continue financing the nascent activities of the Hub in the future. As mentioned above, the Crouzet Hub concept developed within the HUB-IN project is bringing a lot of innovation into the local socio-economic system of Slovenska Bistrica. It aims to build up what is currently a non-existent ecosystem of entrepreneurial culture and networks for heritage-led regeneration of the city. Processes connected to this ambitious programme inevitably take time, effort, investment and generally a lot of resources (human, physical, financial, etc). While the HUB-IN immensely supported the piloting of some of the underlying local Crouzet Hub programmes, it is not clear yet how the resourcing will be secured in the long term. While some additional funding streams have been identified and the municipality has been (based on some of the piloting results) politically swayed to support the Hub, this does not necessarily mean that the funding will be sufficient or permanent to scale the activities and programmes of the Hub. It needs to be noted that the Hub is currently still in its infancy, testing rather than "commercialising" its products and services, so it is also a fair bit away from its own financial sustainability.

Networks

New contacts and connections in the Hubs' Governance model

The Crouzet Hub, which is being developed through the HUB-IN project, represents a systems innovation intervention for Slovenska Bistrica. It aims to build up what is currently a non-existent ecosystem of entrepreneurial culture and networks for heritage-led regeneration of the city. Processes connected to this ambitious programme inevitably take time, effort, investment and generally a lot of resources (human, physical, financial, etc).

At its inception, the Crouzet Hub is being funded by the Municipality of Slovenska Bistrica. The incubation of the Crouzet Hub ecosystem is happening through several programmes that were developed as part of the HUB IN project and represent a novel approach in the local environment. The governance of the Hub's set-up and its initial program is overseen by:

- the local HUB-IN project team
- several departments of the Municipality
- the Development and Information Center of Slovenska Bistrica

Depending on the Hub programme, external partners are also involved such as the

- Centre for Creativity (CzK)
- Institute for Spatial Policies (Ipop)

The long-term vision for the HUB is that it will become a permanent place of co-creation, production, and co-working with a connected network of Hub residents and external supporters who govern the Hub through a community-focused organisational model and lead its vision.

Synergies with partner programmes inside / outside the HUA

Local Action Groups - the Hub team is exploring options to attract co-financing for some of the Hub's activities through the national Local Action Groups funding mechanism.

The municipality is co-financing the renovation and fit-out of interior and exterior Crouzet Hub spaces.

National resources (TBC) - the Hub team is looking into options to obtain co-financing for the facade renovation from national resources.

Centre for Creativity: synergy on activating entrepreneurship in creative and cultural industries, using heritage as value creation element of business development.

Korimako: the Hub team is collaborating with Korimako in Placemaking for Citizen-led Missions in SE Europe (PLACE) project on the implementation of the community placemaking process.

Knowledge (and transferability)

Potential to replicate in the HUA or other cities

Action 2 (Crouzet start-up accelerator programme): can be replicated in other smaller municipalities in Slovenia, benefiting from our insights into call development, accelerator design, activation, and program results.

Action 3 (mechanism of support for small local projects): the action could be extended to the area of the whole municipality, not just HUA. The call could serve as a model for replication in other smaller municipalities in Slovenia, benefiting from our insights into call development, participant engagement, and community co-creation.

Recommendations to other cities

Expert partnerships: when you lack expertise in running specific actions or programs, seeking help from external partners can be highly beneficial.

Ringfence budget for advertising: reaching a target audience can be challenging, so investing additional money into advertising can significantly improve outcomes.

Stakeholder fatigue: be mindful of stakeholder fatigue, especially if you are a small city.

3.2. COMMERCIAL SUSTAINABILITY

The Hub is currently still in its infancy, testing rather than commercialising its products and services, so it is also a fair bit away from its own financial sustainability. The Hub is currently financed by the Municipality, and faces some challenges and opportunities being explored:

Challenges

While HUB-IN immensely supported the piloting of some of the underlying local Crouzet Hub programmes, it is not clear yet how the resourcing will be secured in the long term.

One of the bigger risks is that the Municipality will not be able to continue financing the nascent activities of the Hub in the future. While some additional funding streams have been identified and the municipality has been (based on some of the piloting results) politically swayed to support the Hub, this does not necessarily mean that the funding will be sufficient or permanent to scale the activities and programmes of the Hub.

Opportunities

The Crouzet Hub concept developed within HUB-IN is bringing a lot of innovation into the local socio-economic system of Slovenska Bistrica. It aims to build up what is currently a non-existent ecosystem of entrepreneurial culture and networks for heritage-led regeneration of the city.

At the moment the revenue is foreseen by future rentals and revenues of the co-working and shared spaces.

The Hub team is looking into other options of financing further renovation and activities, led by the Municipality.

Processes connected to this ambitious programme inevitably take time, effort, investment and generally a lot of resources (human, physical, financial, etc).

3.3. CONTINUAL IMPROVEMENT

New Opportunities And Barriers in the HUA

In each quarterly review the Hub team assesses new and ongoing developments in the HUA that could influence the Hub's future, whether opportunities and barriers. The assessment is based on the "Ecosystem Elements" that comprise a HUB-IN city (full list of elements can be found [here](#) from page 11).

HUB-IN Ecosystem Element	The new development	Opportunity or barrier	Next Step
Urban Culture	<ul style="list-style-type: none"> • Crouzet Hub Events programme • Cinema/movie nights in the castle • Pestro Mesto placemaking initiative 	<p><i>Opportunity:</i> Urban culture strengthened through outlined initiatives, connecting people, creating a unique ambience and attractive co-designed spaces in HUA for the local community, local enterprises, and visitors to enjoy.</p>	<p>Events will take place in September and October 2024.</p> <p>Another placemaking activity will also happen in Autumn 2024.</p>
Entrepreneurial Culture, Support Organisations	Accelerator call	<p><i>Opportunity:</i> Strong entrepreneurial culture can have a positive effect on the availability of entrepreneurial skills in the local population, the ability to commercialise products and services, and access investment capital.</p> <p>In addition the quality of support organisations can improve (though built capacity).</p>	Next step: another Accelerator call open now. The Accelerator will follow the same process as the Accelerator 1.0 series.

HUB-IN Ecosystem Element	The new development	Opportunity or barrier	Next Step
Networks, Physical Space	Crouzet Hub Co-working & Shared Space	<p><i>Opportunity</i> The long-term vision for the HUB is that it will become a permanent place of co-creation, production, and co-working with a connected network of Hub residents and external supporters.</p> <p>This physical space will allow for new connections and new networks to emerge between different stakeholders, both from within and outside the locality, and open the door for cultural experimentation and entrepreneurship that contributes to urban regeneration of the wider area.</p>	<p>Establishing coordination of the space.</p> <p>Publishing an open call for co-working spaces and shared space.</p>

Table 1: new opportunities and barriers in the HUA

Summary Learnings and Next Steps

In each quarterly review the Hub team digests the main points of their review, distils the overall learnings and decides on the priority next steps to be taken.

Category of Learning	Problem / Success	Impact	Next Step
Communication	Limited communication capacities and access to channels at municipality	Lower promotion impact than desired	Engage external support (once this was done very good dissemination material was produced and outreach was larger)
Collaboration	Limited local/internal capacities to drive innovative approaches can be overcome by identifying and building collaborative relationships with external professionals in the field.	Collaboration with professional external organisations can contribute to better quality outcomes of envisaged programmes	Continue collaboration with professional support organisations until internal capacities are robust enough to deliver the innovation programmes.
Stakeholder engagement	Keeping a small circle of stakeholders engaged and interested during slower phases of the project	Stakeholder fatigue	Try to bring in new interested parties for a wider and more diverse group of stakeholders

Table 2: summary learnings and next steps in the HUA

3.4. FUTURE MONITORING / BENEFITS REALISATION

The HUB-IN programme ends in early 2025, and with it the formal requirements for monitoring.

The programme's monitoring reports are based on data available at a suitable "snapshot in time" a short period prior to its conclusion, to enable evaluation. Though the programme will no longer have any formal impact assessment after it completes, this does not prevent evaluation continuing in the HUAs.

Monitoring plans are still replicable by the cities in future years should they wish, or at regular intervals, in order to evaluate changes since the first "pre-" baseline or to compare with the first version of any replicated Actions. This continuation of monitoring depends on each city's appetite, as well as relevance of the monitoring plans after considering how the Actions have evolved, and whether any tweaks or replacements are needed to accommodate emerging needs of investors, decision-makers and beneficiaries.

Cities may therefore want to stay adaptive and refine their monitoring needs as Actions evolve.

For example, in the city's D5.2 Adapted Monitoring Methodology, there are baselines and / or plans for assessments that were not relevant in the final report - this could be for example because objectives evolved, or programme timelines are too short to detect changes, or practical constraints, or other reasons.

This could reference bring in some of the unused original plans for:

- *Focus group of Crouzet internal users:* whilst it is too early for the focus groups currently, as the Crouzet gets underway and its spaces become utilised, the Hub team may wish to launch its original intended focus groups to understand and support perceptions on network strength: (diversity, value etc); perceptions on quality of governance (inclusivity, effectiveness etc); lessons learned; knowledge sharing; levels of cooperation; strength of "entrepreneurial spirit" etc.
- *Interviews with Crouzet pop-up artisans:* likewise, as the courtyard become open for events, assessing with featured artisans on increases in revenues, customers, visibility of artistic products etc
- *Local project participant interviews:* if future iterations allow (and noting historical trust issues referenced in the section "Limitations of this Document"), interviews with the participating local inhabitants could cover changes in sense of place, feelings of belonging, civic participation.

Alternatively, the future interventions in the HUA may require new forms or focus in monitoring, and city teams will best be placed to refine this as they go. Existing databases (baselines) and partners can be valuable for robust and cost-effective monitoring. Key principles in impact assessment include relevance and proportionality, so as HUA Actions and strategies evolve then so too might the approach for monitoring, in order to provide practical and meaningful insights to "prove and improve" the Hub's impact over time.



Funded by the Horizon 2020 Framework
Programme of the European Union

D5.3 Evaluation Report

Utrecht

October 2024



Funded by the Horizon 2020 Framework
Programme of the European Union

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HOW TO CITE THIS DOCUMENT

Everts R., Taylor C., (2024). Evaluation
Report (Utrecht), HUB-IN project - Hubs
of Innovation and Entrepreneurship for
the Transformation of Historic Urban
Areas H2020-SC5-2019, GA 869429.

PROJECT INFORMATION

Project name: HUB-IN
Grant agreement number: 869429
Project duration: 2019-2024

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STATEMENT OF ORIGINALITY

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

ABOUT HUB-IN

MISSION

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment.

The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs and is fully aligned with the international agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Belfast, Braşov, Genova, Grand Angoulême, Lisbon, Nicosia, Slovenska Bistrica, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main areas that hold potential for the Hubs' sustainable transformations: 1) Cultural and creative industries, 2) New lifestyles and 3) Endogenous Natural & Social Resources.

VISION

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

CONSORTIUM



Δήμος Λευκωσίας
Nicosia Municipality



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Cyprus
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1. INTRODUCTION

1.1. SNAPSHOT SUMMARY

Action 1: Turning the Business Association into a Hub

Professionalised a local collective in terms of operations, finance, governance, and more

Action 2: Initiate an Art Programme in the HUA

Open Call to local artists to develop and display art installations related to local culture, open to the public in the Historic Urban Area

Action 3: Boost Innovation and Creativity via Talent Development Programs

Coaching in key innovation technical, entrepreneurial, personal and career skills

Action 4: Develop Blueprints for Widely Applicable Governance Structures for Hubs

Blueprints for governance for Hubs in the HUA and Utrecht in general

Stakeholder views:

"I have learned a lot in terms of craftsmanship that is completely new to me... you can't read that in a book."

Trainee artist

"The emotional side [is important], it's a bit of an upward spiral - winning such an Open Call also gives you energy and desire to do things."

Open Call applicant

"I wrote to funds with a kind of better version of the story I'm doing now, to make it even slicker. So you better understand what a lender is asking for, what they consider important. A better relationship between applicant and lender."

Trainee artist

"The initial investment in the Hub has caused a flywheel effect, where financial investments made the Hub more credible, which in its turn made it more interesting for other stakeholders to invest in the Hub."

Policy team, municipality

Early numbers:

€642,000

funding secured over the next 3 years (€164,000 from Entrepreneurs Fund Utrecht; €50,000 from owners' collective)

€45,000

(approx.) potential future revenues for the supported artists' supply chains, if artist benefits continue into the future (see caveats)

€41,000

(approx.) revenues generated by artists supported by HUB-IN training and mentorship in first 6 months (see caveats)

9,000

approx. audience members for artistic goods and services influenced by the talent development training

401

Artists engaged in the artistic and entrepreneurial training sessions, split across three artistic hubs

167

artistic goods and services enhanced with heritage due to participation in training sessions

83%

of trainees in Havenloods Hub improving artistic, network, career, comms, & entrepreneurial skills

79%

participation by females in the artistic and entrepreneurial training sessions

46

new members to the Hub during HUB-IN time (not attributed), 80% of them micro (<10 staff) and 40% self-employed sole-traders

23

artists and creative entrepreneurs supported via the Open Call, learning entrepreneurial, business and technical skills

13

artistic goods and services realised in the Art Programme (7 art works, 1 audio tour, 4 movies, 1 map)

3

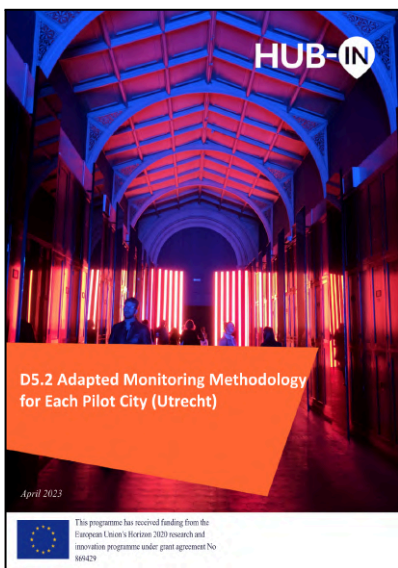
years of funding committed by members to the new HUA collaborative, to fund a project leader for joint revitalisation actions

1.2. OVERALL OBJECTIVES OF THE HUB



As per **Utrecht's Innovation Action Plan**,¹ the Hub is located in the Werkspoorkwartier, a post-industrial district that is now being redeveloped into a cultural and creative neighbourhood. The Utrecht Action Plan aims to contribute to the Municipality's broader vision and agenda to regenerate this area, reinforcing and accelerating its success. The Actions will focus on:

- turning the local BKC business association into a Hub for creatives;
- initiating an art programme in the form of an acceleration programme;
- supporting talent development programmes for local creatives;
- developing governance blueprints to create cultural Hubs elsewhere in the HUA and city.



As per **Utrecht's Monitoring plan**,² the city's prioritised outcomes were:

- Strengthened creative networks and membership of the Hub (BKC);
- Improved business viability and skills for the creative orgs supported;
- Improved preservation of cultural heritage, including hub sites.

The Hub's logic model can be seen below in Figure 1.

To avoid duplication, methodologies and content covered in previous HUB-IN documents such as the Action Plan are not replicated here - consult those documents for details, available at <https://hubin-project.eu>.

¹ <https://hubin-project.eu/library>

² <https://hubin-project.eu/library>

Utrecht Hub's logic model

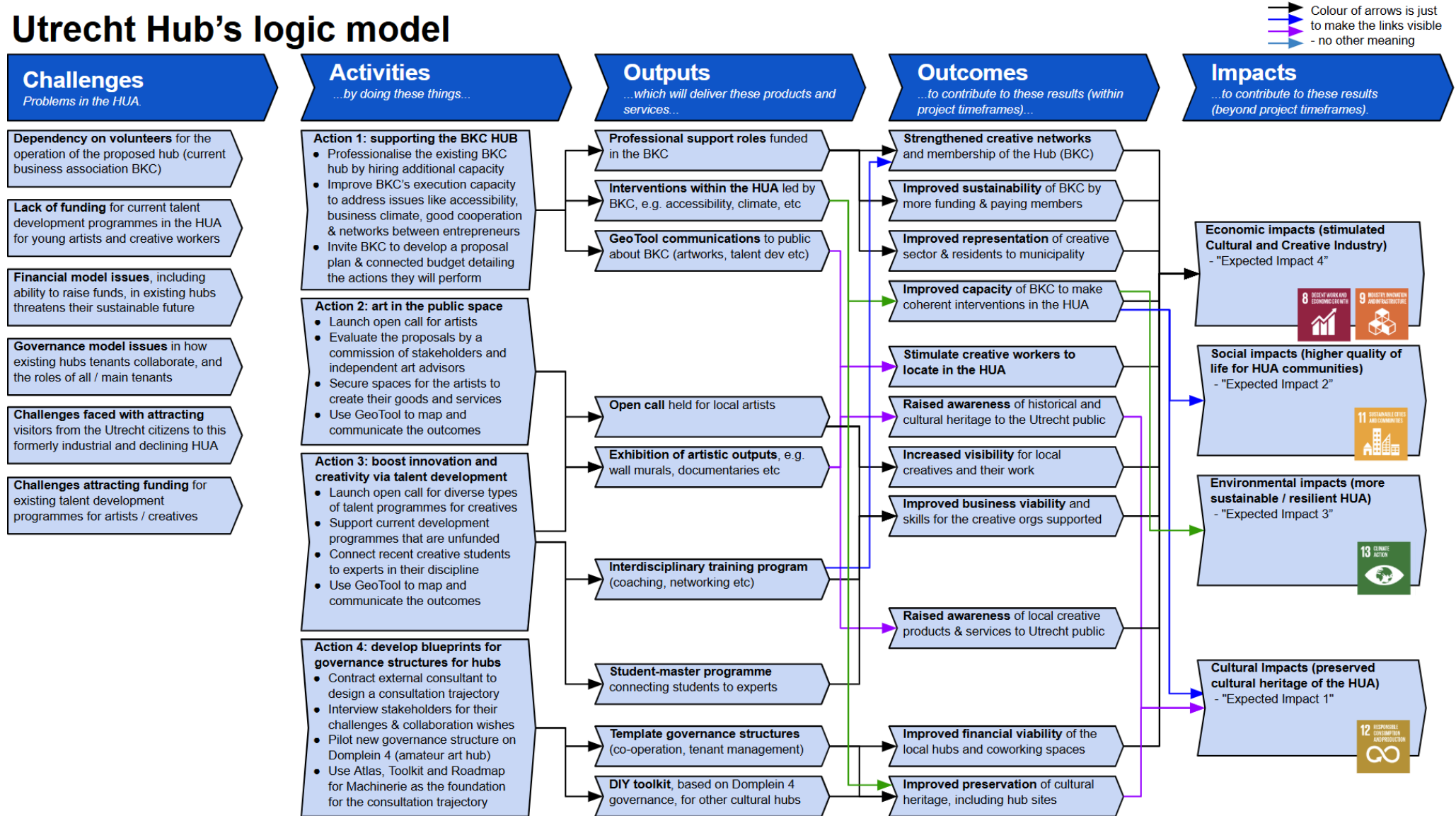
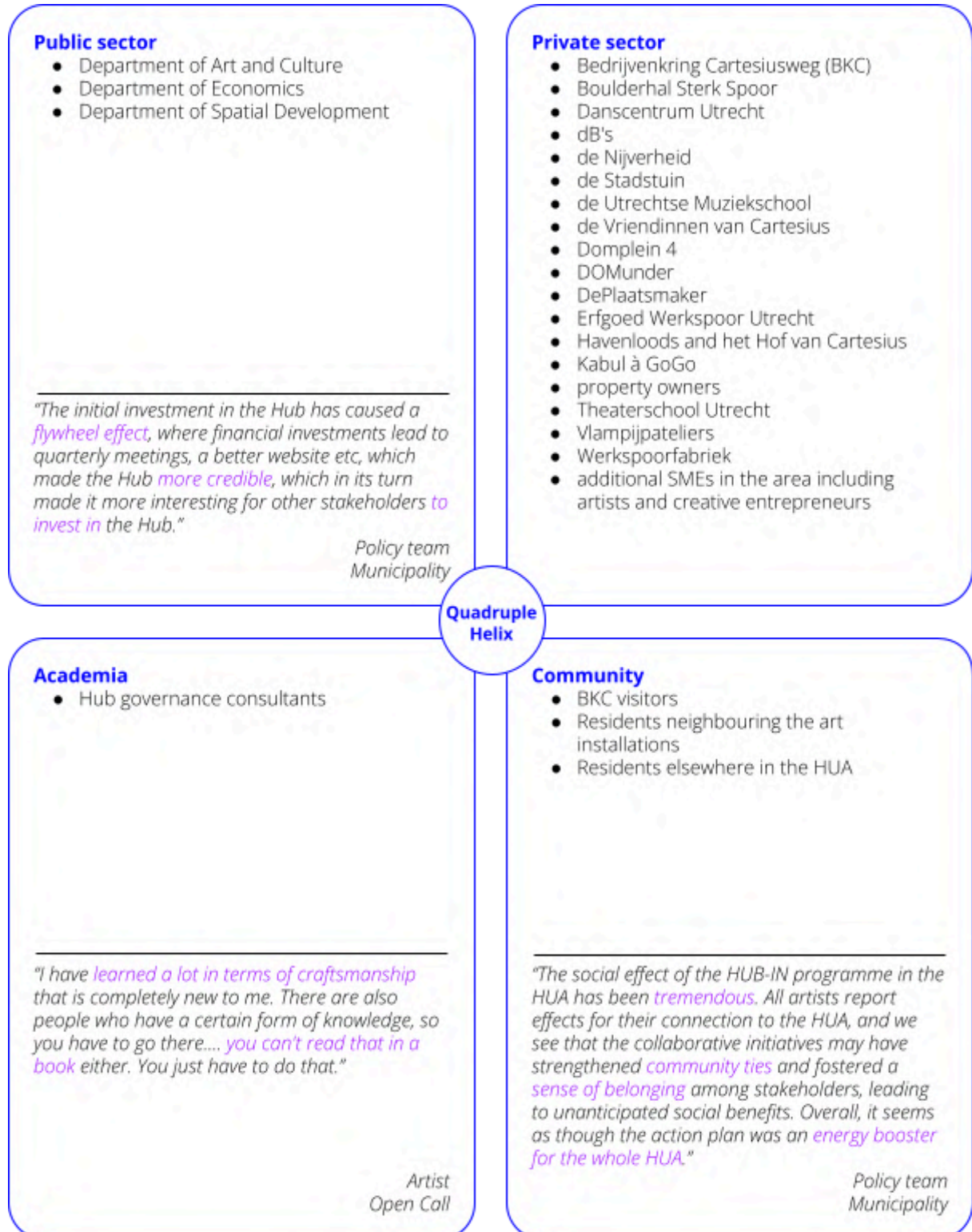


Figure 1: the Hub's logic model, illustrating the change pathways for the specific Actions' intended outcomes

1.3. STAKEHOLDER ENGAGEMENT

Stakeholders across the “Quadruple Helix” were core participants in the Hub’s development and delivery:



1.4. PURPOSE OF THIS DOCUMENT

This document is a summary of the city's impact assessments to date, based on data, insights, content and commentary from the Hub team and their monitoring tools. Work Package 5 "Monitoring and Evaluation" has also provided some light support with additional commentary or presentation, but is not scoped to audit city data or findings. By intention this report is built first and foremost on the city's views and language, thereby staying true to the "voice of the city" wherever possible. Key findings will be drawn into the document D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

1.5. LIMITATIONS OF THIS DOCUMENT

A few standard notes are important in interpreting data in all HUB-IN cities:

- *determining long-term impacts from short-term projects*
Some of the regeneration actions in HUB-IN cities are expected to contribute to results in the medium- or long-term (i.e. beyond the end of the programme). The monitoring in all HUB-IN cities that is used in this report necessarily finishes before this point, at a "snapshot" in their evolution. *Therefore, early or interim findings and evidence are presented at this stage, indicating the "direction of travel" towards the expected impacts rather than prematurely assuming any final answer.*
- *finite resources*
As with all programmes, there is a finite constraint around budget and effort available to monitor. Attempting to monitor all possible outcomes, with all possible data, and applying all possible assessment techniques, is not an appropriate or cost-effective approach in impact assessments. *Instead, a handful of priority outcomes are assessed, as identified with city teams, their stakeholders, the programme and WP5's support in their document titled D5.2 "Adapted Monitoring Methodology".*
- *principles of feasibility, relevance, and practicality are important for decentralised monitoring teams*
City Hub teams are responsible for their monitoring and analysis (and are the primary beneficiaries) but do not always have access to economists, social scientists, environmental scientists, statisticians or professional qualitative researchers etc. Some do have strong backgrounds in quantitative and qualitative fields, or access to university students. This mix is expected to be similar to Follower Cities, who may have varying degrees of experience and comfort in data collection and evaluation. *Thus, the expectation is not for overly academic, lab-level research and statistics - but for practical, easily replicable approaches that make use of available data to give usable insights to the Hub teams.*
- *data constraints (sample sizes, commercially sensitive data, community trust, stakeholder fatigue etc)*
Whilst there is some leverage over contracted parties to provide data (e.g. all Accelerators were advised to make completion of pre- and post- surveys a contractual condition of the innovators receiving payment), sample sizes are highly dependent on the scale of the action and often the willingness of respondents. Much data is self-reported without scope for auditing (e.g. revenues). Stakeholder or community surveys etc will not necessarily meet the sample sizes or probability-based requirements used in academic papers for statistically significant findings or hypothesis testing. Robust techniques for this level of quality were considered (e.g. large scale professional community surveys; difference-in-difference techniques etc) but - as per the points above on finite resources and the small / short-term nature of many Actions - these did not pass the programme's or cities' requirements for proportionality, relevance and cost-effectiveness. *Thus, findings should not be taken as fully representing the larger population in the city or cross-city, but as indicative for the samples consulted. The findings therefore investigate evidence for the outcomes and inform Hub adaptations, and areas of potential future study, specific to those Actions.*

See the city's tailored monitoring plan³ for detail on the chosen monitoring techniques, data collection plans and limitations (not duplicated in this document). Key findings will be drawn into the D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned".

³ <https://hubin-project.eu/library>

2. ACTION-LEVEL EVALUATION

2.1. ACTION 1: TURNING THE BUSINESS ASSOCIATION INTO A HUB

Key metadata

Action theme	Creating the ecosystem infrastructure Placemaking Data collection Co-creation and community engagement Policy and regulation
Action clusters	Cultural and Creative Industries
Expected outcomes <i>(city level)</i>	Strengthened creative networks and membership of the Hub (BKC)
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 2: new blueprints for regeneration with enhanced wellbeing and quality of life (social) 3: boosting heritage-relevant innovation in HUA's and cultural landscapes (environmental) 4: cross-sector collaboration, job opportunities and skills (economic)



Operational results

The support to the BKC Hub has resulted in a series of steps towards professionalisation, that map to the the HUB-IN Framework's "ecosystem elements" of what makes a HUB-IN place:⁴:

Ecosystem Element	Output
Leadership	A Director of Development has been hired. The Hub is working hard on improving their governance structure.
Networks	Quarterly meetings established, attracting 90 visitors. Increased number of structural meetings, and two working groups started.
Finance	A plan for the financial sustainability of the BKC organisation. Ensured structural financial contributions from property owners.
Entrepreneurial culture	Support seeking additional funding to start up additional actions in the HUA, and promoting an uptake in the number of members and people signed up for the newsletter.

⁴ https://hubin-project.eu/wp-content/uploads/2023/10/HUB-IN-Framework_V1.1_Feb2023.pdf

Process evaluation

Co-creation and governance events attracted a good attendance of up to 50 attendees per event in the Hub, including discussions with owners, municipality, creative makers, Open Call applicants and other stakeholders. Data collection and focus groups with the creative sector reveal that HUB-IN is contributing to the Hub's networks, governance and land use in a way that fosters a more effective and connected Hub.

Gender participation was broadly even (with slight variance between events).

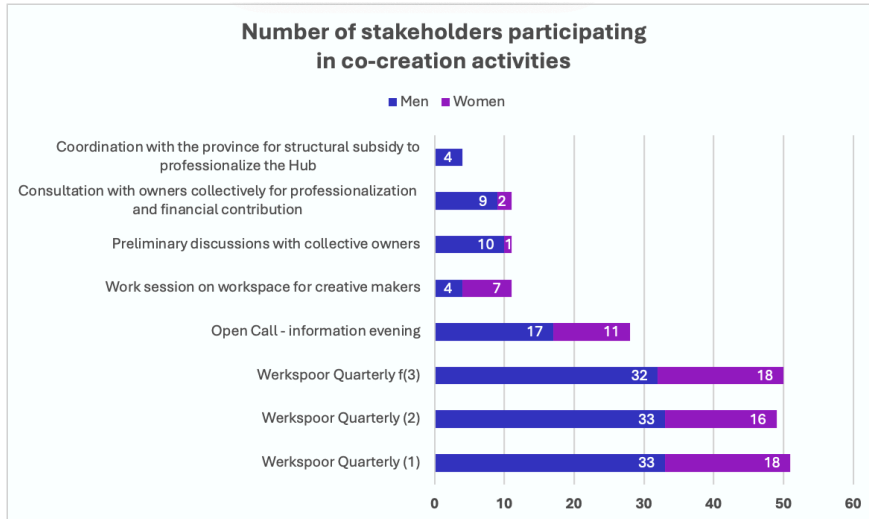


Figure 2: number of stakeholders participating in co-creation activities

HUB-IN complements other projects in the HUA that are increasing workspace available for creatives. The available workspace for creative industries has expanded, with an estimated increase from 31,766m² in November 2022 to 46,566m² in March 2024 (47% increase). This is due to several key developments to the built environment that are external to HUB-IN (i.e. these are not an outcome of HUB-IN) but do complement the HUB-IN Actions in the HUA:

- the relocation of dB's Studio (musical services, networks, events, café etc)
- the new use of Central Studios (events etc)
- the new use of the warehouses (Gert Wessels)
- construction of STOCK and SETUP working spaces

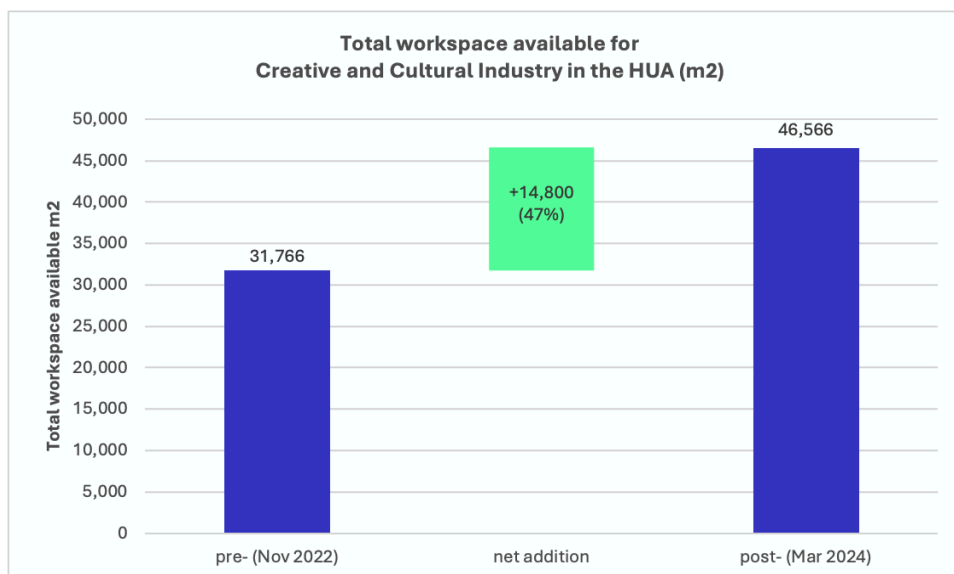


Figure 3: total workspace available for CCI in the HUA (m²) (not attributable to HUB-IN - here as context only)

COVID provides important context for the implementation period: despite an increase in workspace, demand for co-working from creative organisations was hit during the time of COVID and its associated lockdowns and economic impacts on jobs. Trend data available for CCI jobs in the HUA shows an annual growth trend for the 3 years from 2019 to 2022. However, COVID and associated local lockdowns may have been contributing to negative impact on that growth: from 30.4% year-on-year growth in 2020; down to 26.7% growth in 2021; down to 10.5% growth in 2022.

This is relevant because HUB-IN is operating in the context and legacy of the lockdowns that affected local economies and its net effect needs to be considered in light of that. Consultations with members of BKC confirmed that the economic impacts following COVID led to a period of CCI entrepreneurs struggling to maintain residence at BKC and the Hub's Actions are understood to be having a positive effect for local CCI. The increase in jobs between 2022 (420) and 2024 (440) can not be said to be due to HUB-IN (too early, and many other factors at play), but it is good context on how HUB-IN actions relate to an industry likely affected by wider economic impacts of COVID.

	2019	2020	2021	2022	2023	2024
Number of CCI jobs in the HUA	230	300	380	420	NA	440
Year-on-year growth of CCI jobs in the HUA (# of jobs)	NA	70	80	40	NA	NA
Year-on-year growth of CCI jobs in the HUA (%)	NA	30.4%	26.7%	10.5%	NA	NA

Table 1: approximate number of creative jobs in the HUA, per standard data collected by the municipality (not attributable to HUB-IN - here as context only)

Whilst the Hub is still in early professionalisation, 46 new members joined, during the intervention period between June 2023 and March 2024 against an expectation of 10. This is likely too early to be directly influenced by the HUB-IN Actions, but as is included here as context for future Action partners: the majority are micro organisations (<10 employees) with approximately 40% self-employed, suggesting that the BKC, its knowledge networks and co-working support is attractive to smaller organisations.



Figure 4: new members to BKC between June 2023 and March 2024 (not attributable to HUB-IN - here as context only)

Outcome: Strengthened creative networks and membership of the Hub (BKC) *Entrepreneurial Ecosystem*

Perceptions on network strength

Entrepreneurs report a strong sense of connectedness since networks became a formal goal.

The Werkspoorkwartier has worked hard since 2012 to build a network. The traditional, already established parties and the creative newcomers mostly existed alongside each other. Therefore, area managers have been working in the area to establish connections and organise meetings. In the view of the municipality, this has paid off: over the years the number of members of the BKC (Cartesiusweg Business Circle) has grown, a district website has been built, and the meetings have been renamed Werkspoor Kwartaal; a quarterly meeting for entrepreneurs and interested parties in the area.

In 2023, even more effort was put into building and strengthening this network. The quarterly meetings have been more extensively promoted through the distribution of printed materials and posters in the area. They are well attended with approximately 50 attendees per session. The importance of BKC membership has been emphasised, and since June 2023, the membership list has grown by 46 members. The district website has been revamped, and newsletters now focus on introducing both established and new entrepreneurs in the area.

Thanks to the contributions from the HUB-IN project, it was possible to involve an important group of owners and conclude with them that the creative makers in the area are important and must be retained. Both within this group and within the BKC board, this has now become a formal joint goal.

Entrepreneurs / businesses in the area expressed in the focus group the following perception: overall, there is a strong sense of connectedness. The website, communication from the board, and the Quarterly Meetings contribute to this. Some feel connectedness across the entire industrial estate and even with residents. Others emphasise that they mainly experience this within the creative hubs and that the bridge to the industry (traditional businesses) could be better established.



Perceptions on quality of governance

The Hub area now has a clear governance structure, with more to align on in future.

Firstly, any interested party can stay informed about developments in the area through the website, the newsletter, and the Werkspoor Kwartaal. As an entrepreneur, institution, or owner in the area, you can become a member of the BKC. The BKC meets annually in a General Assembly where decisions are made on the allocation of the Entrepreneurship Fund in the area. They also discuss topics relevant to the area collectively. The members also have a supervisory role over the board and grant discharge to the board members on matters such as the annual accounts. Finally, the board members and drivers in the area sign an 'Agreement on Good Governance' of the Utrecht Entrepreneurship Fund annually.

Entrepreneurs and businesses indicate that they perceive it very positively that important decisions are made through the general assembly and that BKC membership contributes to making an individual voice heard.

This also contributes to the feeling that the municipality is closer. However, it is generally indicated that the decision-making of the municipality in the area is perceived as variable and sometimes elusive. The distance from the municipality to (the functioning of) an industrial estate feels large, and it is indicated that the long-term vision of the municipality does not always align with the more recent developments in the area. The BKC may need to unite even more strongly and become an even stronger interlocutor.

Perceptions on quality of knowledge exchange

A new topic on the agenda that has brought appreciation for different values of creatives, with more to build.

Knowledge exchange about the creative makers and their importance for the area was only a topic within the creative clubs and a few civil servants involved in the area for years. Since this year, it has been possible to put this topic on the agenda for a much broader and also influential group. By jointly determining that this is an important topic that requires care and attention, and also by looking at this topic from different disciplines and expertise, a difference can be made.

There is now consensus not only on the importance of retaining creative makers in the area and the creative profile but also on the fact that there are different types of creatives, all of whom have different values, and that some are not financially strong but still bring a lot of value, so we want to give all these types a place in the area.

Entrepreneurs'/businesses' in the area expressed in the focus group the following perception: the website and Quarterly Meetings contribute to the feeling of connectedness and thus also knowledge exchange. The tours and 'open houses' organised by various companies also contribute to this. Steps can still be taken in terms of knowledge sharing about shared parking spaces, greening, and building stronger connections between the creatives and more traditional businesses. Here too, knowledge sharing still largely remains within one's own bubble.

Additional “co-benefit” outcomes:

Improved capacity of BKC to make coherent interventions in the HUA

Improvements in capacity for HUA interventions

Perceptions of good steps being taken which improves experience for businesses, visitors and customers.

Entrepreneurs / businesses in the area expressed in the focus group the following perception: from within, it is felt that clear initiatives have been taken to achieve improved organisation. This process still needs to be completed and approved by the members: steps are being taken for greening, and much more attention has been paid to (traffic) safety in the area, to significantly improve the overall experience for businesses and their visitors and customers. Specifically, plans include planting extra trees and shrubs (this will cause a few parking spaces to disappear) and creating green strips / wadis on Gietijzerstraat and Walselijstraat to collect rainwater. See Figure 5 below for the emerging plans in these areas.

From the outside (by the entrepreneurs and businesses), this is not always felt or experienced structurally yet. There is also a desire here to connect 'old and new' more and to work even more on an open, welcoming area.

The professionalisation of the Hub has empowered tangible improvements in the area, across the entrepreneurial ecosystem of “what makes a HUB-IN place”:

Networks	<i>Local buy-in:</i> In 2023, a number of important owners were approached with the request to join together in a collective and contribute ideas about the development of the area.
Governance	<i>Working group established to mobilise interventions</i> The BKC board has committed itself (on behalf of the Cartesiusweg Business Circle) to facilitating a working group for the Open Call and Talent Development Programmes.
Entrepreneurial culture	<i>Improved visibility for entrepreneurs/artists</i> Those who participated in the Open Call have reported taking a clearer position within the association and are better visible to the board and other members.
Urban culture	<i>Public awareness</i> The Werkspoorkwartier website has been revised. Entrepreneurs can have themselves placed on the area map, public places are explained and important updates and developments are mentioned. The interest is perceived to have contributed to an additional 140 subscriptions added to the newsletter (taking the current total to 706).
Finance	<i>Commitment to 3 years of funding</i> The collective has made a commitment to make a €50,000 financial contribution annually for the next three years to attract a project leader who can realise the themes (to be determined jointly) in the implementation agenda for the coming years. One of the focuses is drawing up an approach to maintain affordable workspace for creative makers in the area.

Werkspookkwartier: redevelopment



Project phase:
In progress

Work completed:
Probably end of 2024

What are we going to do and why?

We are partly redesigning the Werkspookkwartier. This concerns the Gietijzerstraat, the Walsერიjstraat, part of the Vlampijpstraat and part of the Tractieweg. Eneco opened these streets in 2023 for the construction of a pipeline for heat transport. They were then paved with temporary roads. We are now adapting this to a permanent road surface.

We are redesigning the area in 4 phases:

1. Traction Road and Vlampijp Street: until October 14
2. Walsერიjstraat: October 14 to November 14
3. Traction Road: November 14th to 16th
4. Gietijzerstraat: November 16 to December 31

October 11 and 12: part of Tractieweg and Vlampijpstraat closed

On October 11 and 12, part of the Tractieweg and part of the Vlampijpstraat will be closed to car traffic. The contractor will remove the asphalt. You may experience noise pollution as a result. We ask for your understanding.

Are you coming to the Werkspookkwartier via the Nijverheidsweg? Then drive via the Gietijzerstraat left onto the Tractieweg. And continue your way via the Schaverijstraat, to the Vlampijpstraat

More space for cyclists, more greenery and 30 km/h

We are making more space for cyclists, introducing 30 km/h and creating more greenery. These points are based on the Werkspookkwartier Environmental Vision (2021). This vision was created for the entire Werkspookkwartier.

- The streets will have wide bicycle lanes on the roadway.
- The maximum speed will be 30 kilometers per hour for motorized traffic.
- The streets will have several speed bumps.
- We are planting extra trees and shrubs, which will result in the loss of a few parking spaces.
- We are creating green strips/wadis on Gietijzerstraat and Walsერიjstraat to collect rainwater. So that the water can slowly seep into the ground. This will also cause a few existing parking spaces to disappear.

Contractor Van Gelder will carry out the work. All companies will remain accessible during the work. It is possible that an entrance will be closed for a number of hours. The contractor will coordinate this with the companies in advance.

We will place signs in the area so that it is clear how you can cycle or drive. Pedestrians can always pass the work areas.

Stay informed

We inform the immediate residents and companies in the area about the final design, the planning and the approach to the implementation. We do this before we start the work.

If you have any questions or comments about the plans, please contact the project manager at werkspookkwartier@utrecht.nl.

Planning

Due to circumstances, the planning may change. The contractor will put a letter in the mailboxes of residents before the start of a new phase. You can find the latest planning below.

What happens when?

When	What
Until October 14th	New design of part of the Vlampijpstraat
October 14 – November 14	New layout of Walsერიjstraat
November 14 – November 16	New layout of Traction Road
November 16 – December 31	New design of Gietijzerstraat

What has happened already?

- September 2024: Preparatory work carried out.
- March 2025: Final Design Created
- Summer 2023: Preliminary Design created.

Figure 5: the emerging plans for greenification of the HUA, supported by the Hub's professionalisation as described above (shared on the municipality's website)

Additional “co-benefit” outcomes:

Improved preservation of cultural heritage, including Hub sites

Benefits from the improved capacity of the BKC Hub to make coherent grassroots interventions in the HUA (above) has had across social and environmental dimensions:

- Environmental

Infrastructure development: investments in infrastructure, such as the construction of walking paths and bike routes, not only improve accessibility but also have potential environmental benefits by promoting sustainable modes of transportation.

Workspace utilisation: The expansion of workspace within the HUA may lead to increased resource consumption; however, sustainable practices and policies could mitigate negative environmental impacts.

- Social

Community engagement: interventions have fostered community engagement and collaboration among stakeholders, including property owners, businesses, and creative makers, contributing to a sense of community ownership and cohesion.

Inclusivity and diversity: the growth in BKC membership across different sectors and sizes of firms indicates efforts to promote inclusivity and diversity within the business community, fostering a more equitable environment.

- Cultural

Cultural vibrancy: the transformation of the Werkspoorkwartier into a hub for creative industries and cultural activities has enhanced the area's cultural vibrancy, attracting both businesses and the public.

Preservation of Identity: efforts to preserve the industrial character of the area while accommodating new developments reflect a commitment to maintaining the cultural identity and heritage of the Werkspoorkwartier.

The benefits sit across a range of targeted stakeholders:

- Creative Makers: benefit from increased workspace, financial support, and recognition of their contributions to the area's cultural and economic vitality.
- Property Owners: engage in collective efforts to support the creative sector, potentially increasing the value and attractiveness of their properties.
- Local Residents: experience the positive spillover effects of economic growth, such as job opportunities and improved amenities in addition to a safer and more attractive area with more cultural offerings.
- Business Community: participate in collaborative initiatives and benefit from a more vibrant and diverse business environment.
- Public: enjoy enhanced cultural and recreational opportunities within the Werkspoorkwartier, contributing to a higher quality of life, in addition to safer cycling paths and a more attractive HUA.

Additional “co-benefit” outcomes:
Unexpected positive or negative results

The professionalisation of the Hub has resulted in some unexpected positive results in the perception of stakeholders consulted:

- *Spillover effects:* the revitalisation efforts may lead / have led to spillover effects beyond the Werkspoorkwartier area, benefiting neighbouring communities or businesses (more jobs for people living in the surrounding areas, a more attractive Werkspoorkwartier which is nice for residents because they can spend time in the new cultural initiatives and enjoy the outdoor art etc). Precise outcomes would require continued measurement / validation in the medium-term (see section on Future Monitoring / Benefits Realisation).
- *Community cohesion:* collaborative initiatives may have strengthened community ties and fostered a sense of belonging among stakeholders.
- *Flywheel effect:* the initial financial investment of HUB-IN in the Hub has caused a flywheel effect, where financial investments lead to quarterly meetings, a better website etc, which made the hub more credible, which in its turn made it more interesting for other stakeholders to invest in the hub. As a result, we see that the first step led to a series of unanticipated other steps, which created a boost for the Hub and the area.

As with any regeneration, there may also be some medium-term negative effects:

- *Gentrification pressures:* an increased influx of investment and development may inadvertently exacerbate gentrification pressures, leading to increased property values and potential displacement of long-standing (creative) businesses.

*“As long as **no housing is built** in the area, everything will be fine, I think. Then a lot of creativity remains.”*

Local artist

Case study

Challenge Addressed

The challenge addressed by the interventions was the need to support and sustain the presence of creative makers within the Werkspoorkwartier area. This included concerns about the availability of affordable workspace, recognition of the value of creative industries, and the overall development of the area.

Process

Investment from HUB-IN has drawn attention to the creative makers, their value for the area and the tension surrounding the continued existence of their presence in the area. Their value for the area is not only clear to the board of the BKC, but has also been brought to the attention of the members of the association with their own real estate, who have been asked to collaborate on a number of important themes.

During the consultations (11 conversations) with this group of owners, the creative image of the area was identified as one of the important pillars in which investments should also be made. This not only concerns the creative profile of the area through activities that take place there, but also the creative makers who rent and work in the area.

In addition to putting this topic on the agenda with owners, a working session also took place with the municipality of Utrecht (1 session) to discuss this housing issue and to exchange ideas for securing creative making space in the future.

The board of the association of entrepreneurs met (twice) to discuss its task (including safeguarding the creative profile and affordable workspace for creative makers) and how to organise this. This topic was shared with attendees (approx. 40-50 people per time) during the quarterly meetings (3 times).

Benefits realised

Increased Stakeholder Awareness

Through engagements and interventions, stakeholders, including property owners and the BKC members, gained a clearer understanding of the importance of creative makers for the area's vitality and identity.

Financial Commitments

The acquisition of additional funding (€164,000 annually from the Ondernemersfonds Utrecht and €50,000 from the owners' collective), gave concrete evidence of financial support for interventions aimed at sustaining creative activities. (€642,000 committed over 3 years).

Enhanced Collaboration

Collaborative efforts, such as working groups and meetings, facilitated by the interventions, resulted in improved coordination and cooperation among stakeholders, leading to more effective decision-making and implementation of strategies.

Stakeholders Affected

Creative Makers

The interventions directly benefited creative makers by securing funding, creating awareness of their value, and addressing concerns about workspace affordability.

Property Owners

Property owners were engaged in collective efforts to support the creative sector, recognizing the potential benefits to the area's development and their own properties.

Business Community

The growth in BKC membership and the diversification of members across different sectors indicated broader support and engagement from the business community.

Wider Context

in which the HUB-IN Action takes place

Membership Growth

The BKC experienced a significant increase in membership, adding 46 new members between June 2023 and March 2024, demonstrating growing interest and participation in initiatives supporting the creative sector (outside HUB-IN).

Positive and negative spillovers

Revitalisation efforts may lead to spillover effects benefiting wider communities or businesses, yet concerns were also raised on gentrification pressures and potential displacement of long-standing (creative) businesses.

Workspace Expansion

The increase in available workspace for creative industries from 31,766 m² to 46,566 m² quantitatively demonstrated progress in the challenge of local workspace availability (outside HUB-IN).

Next steps

The beginning is there, but the new networks and working out what is needed for the area require perseverance and more structural resources. The first steps have been taken, but new connections and plans now have attention and energy, so now is the time to excel.

Ecosystem Element	Recommendations for improvement and lessons learned
Knowledge	<p><i>Mitigating against knowledge loss from personnel changes or conflicting visions</i></p> <p>The danger is that progress collapses when there are personnel changes and contacts are appointed who have different ideas about the importance of creative profiles and retaining creative makers in the area.</p>
Finance	<p><i>Long-term financing</i></p> <p>The Hub needs to look for long-term and broadly supported financing to further professionalise and take up the core tasks from the area organisation and be able to continue them.</p>
Leadership from formal institutions	<p><i>Intensify municipal involvement</i></p> <p>So that the BKC can be taken even more seriously as a dialogue partner and connector in the area.</p>
Entrepreneurial culture	<p><i>Continue collaborative value creation</i></p> <p>Businesses in the area expressed in focus groups the following learning points:</p> <ul style="list-style-type: none">• <u>More knowledge exchange</u>: between companies with special knowledge or contacts so that all companies can improve their quality both individually and collectively and operate their business more efficiently. Think of green energy, accessibility, mobility, but also IT, general safety, and increasing the visibility of companies.• <u>Joint action public-private actions</u>: An industrial estate is different from a residential area. The Werkspoorkwartier is one of the last urban industrial estates in Utrecht and needs to be cherished, by the entrepreneurs in the area and certainly also by the municipality. This requires much more joint action (public-private) and, in the case of issues, tailor-made solutions that do justice to the function of a mixed use area.

Table 2: recommendations for improvement and next steps

2.2. ACTION 2: INITIATE AN ART PROGRAMME IN THE HUA

Key metadata

Action theme	Acceleration Programmes and Challenge Calls Placemaking
Action clusters	Cultural and Creative Industries Resilient and Human Connected Places
Expected outcomes <i>(city level)</i>	Improved business viability and skills for the creative orgs supported
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 4: cross-sector collaboration, job opportunities and skills (economic)



Operational and process evaluation results

The open call reached and supported 23 artists and creative entrepreneurs: 15 male, 8 female. The artists were engaged in surveys and focus groups to understand perceptions.

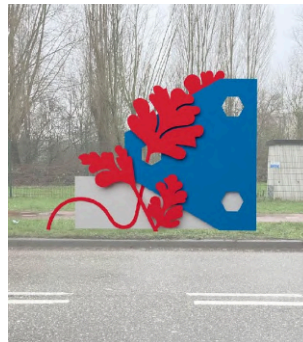
High attendance and engagement rates: attendance for meetings on the open call were high, with a high number of plans received (20+).

Participation in the open call resulted in new ties in the area: the open call process fostered community engagement and connections among participants, strengthening ties to the Werkspoorkwartier and contributing to a vibrant social fabric within the area.

Participants highlighted the value of networking and the sense of connection fostered by the open call, which strengthens their ties to the area and potentially leads to future collaborations and opportunities.

Did we reach the right targets? Did we provide the right quality of engagement?

- *Artists:* Participants are directly impacted by the open call process. In addition to being able to realise an art work and getting paid for it, they experience significant skill development, including navigating municipal structures, project management, and communication. This equips them with valuable skills for future endeavours. Participants also express intentions to remain in the Werkspoorkwartier, driven by factors such as lease agreements, external developments in the area, and the vibrant community atmosphere.
- *Local Community and Stakeholders:* The broader local community and stakeholders in the Werkspoorkwartier area are indirectly impacted by the outcomes of the open call process and the continued presence of participants. They may benefit from increased vibrancy and cultural enrichment resulting from participants' artworks and contributions to the area's cultural identity. Additionally, the commitment of participants to remain in the Werkspoorkwartier fosters a sense of community continuity and cohesion.
- *Municipality and Government Agencies:* Municipal and government agencies are indirectly affected by participants' engagement with the open call process and the integration of cultural heritage into their artworks. Participants gain insights into navigating municipal structures and understanding the multifaceted nature of local government, potentially leading to improved collaboration and communication between creative individuals and government entities. Additionally, the integration of cultural heritage into participants' projects aligns with the municipality's goals of preserving and promoting local cultural heritage.



Outcome: Improved business viability and skills for the creative orgs supported

The art programme was established with an Open Call to identify local artists and creatives. Focus groups revealed the benefits this Action has on their business maturity, skills and visibility.

Participants highlighted significant skill development during the open call process. They gained insight into navigating the complexities of municipal structures, understanding the multifaceted nature of local government, and learning to work collaboratively with different departments. Moreover, they honed practical skills such as creating concrete project plans, navigating technical aspects, and managing collaborations with diverse stakeholders. Participants also emphasised the importance of communication, both in terms of articulating project narratives to potential funders and maintaining transparency within partnerships. Overall, the experience fostered self-confidence and adaptability, equipping participants with the skills necessary for future endeavours in their respective fields. This enhanced skill set could potentially lead to economic benefits in future endeavours by increasing participants' capacity to secure funding and manage projects efficiently.

*"I have learned a lot in terms of **craftsmanship that is completely new to me**. There are also people who have a certain form of knowledge, so you have to go there. **You can't read that in a book** either. You just have to do that."*

Artist

Participants expressed intentions to continue operating in the HUA after the open call concludes.

While some cite factors such as lease agreements, others emphasise the importance of external developments in the area. Concerns arise regarding potential changes in the area's identity due to commercial ventures like hotels or entertainment venues. However, participants remain optimistic, expressing a desire to stay rooted in the creative atmosphere of the Werkspoorkwartier. They highlight the value of networking and the sense of connection fostered by the open call, which strengthens their ties to the area. Overall, participants express a commitment to remaining in the Werkspoorkwartier, driven by their engagement with the vibrant community and creative opportunities it offers.

*"As long as **no housing is built** in the area, everything will be fine, I think. Then a lot of creativity remains."*

Artist

Outlooks were mixed regarding the impact of the open call on their revenue growth.

While some acknowledge the potential for increased visibility and subsequent sales once their artwork is installed, others highlight the uncertainty of its influence until the project's completion. One participant emphasised the emotional and confidence-building aspects of participation, which could lead to future opportunities. Another participant discussed their efforts to secure additional funding through other grants to support their project, highlighting the financial challenges faced. Overall, while some participants anticipate positive outcomes in terms of revenue generation, others remain cautious about making definitive assessments until the project progresses further.

*"The emotional side [is important] to make yourself **more confident to embark on such a journey again**, to undertake something quite large. It's a bit of an **upward spiral**. Winning such an Open Call also **gives you energy and desire** to do things."*

Artist

All participants affirmed their engagement with local cultural heritage in developing their artworks.

They emphasised the integration of cultural heritage into their conceptual frameworks, reflecting an alignment with and contribution to the cultural identity of the Werkspoorkwartier. However, there's a debate on the breadth of the term "cultural heritage", with one participant suggesting a broader interpretation beyond just the historical context of the Werkspoorkwartier. They caution against over-emphasizing history at the expense of contemporary developments. The interviewer highlighted the premise of HUB-IN, which encourages the coupling of creative entrepreneurship with cultural heritage to strengthen both aspects. Participants acknowledged the importance of striking a balance between honouring the past and embracing innovation. Overall, they agree that their projects effectively reflect and engage with the cultural heritage of the area.

Lessons learned regarding experiences with the Open Call include highlights on what went well and what can be improved: :

- While some goals have not yet been achieved, there's a sense of progress.
- They discussed the challenge of aligning their artistic vision with the constraints imposed by the municipality, recognizing the need for better expectation management.
- Participants expressed both satisfaction and surprise with the artistic development process, citing the need to navigate bureaucratic hurdles and the importance of learning new skills.
- Despite facing setbacks such as unexpected health issues, they remain optimistic about the project's outcome.
- Overall, the group emphasised the value of hands-on experience and collaboration in overcoming challenges and achieving artistic goals.

*"The aim was to slow down traffic in the area as decisively as possible. I think that **effect will diminish** due to the weakening [of our plans during the approvals process] that has now necessarily occurred."*

Artist

The Hub's support is seen as fundamental to change, with high levels of "attribution". The respondents reflected on the hypothetical scenario of not receiving support through the open call, suggesting that their projects might not have materialised or would have faced significant challenges without external funding. They acknowledged the pivotal role of the Open Call in catalysing their creative endeavours, emphasising its value in providing both financial support and a sense of legitimacy and responsibility. While attributing their current progress to the external funding received, they also highlighted the intangible benefits, such as energising their artistic practices and fostering connections within the community. Overall, they recognized the multifaceted impact of the open call, not only in advancing individual projects but also in contributing to the vibrancy and development of the local area.

*"I was informed that there was an Open Call, and we said: that's a great idea. **If we had not been chosen, I think I would have died a silent death.** That sounds very sad."*

Artist

The Open Call has resulted in some unexpected positive results in the perception of the artist:

- *Enhanced skill development:* while participants expected to gain some skills through the open call process, the extent of skill development with regard to navigating bureaucratic hurdles might be unexpected.

Likewise, there were also be some unexpected negative effects:

- *Revenue growth uncertainty:* while some participants anticipate increased revenue through visibility and sales opportunities, others express uncertainty about revenue growth until their projects are completed. In addition, in the original budget a lot of additional costs were not included, which lowers the fee that is left for the artists themselves.
- *Bureaucratic hurdles:* participants discuss challenges in aligning their artistic vision with municipal constraints, highlighting the bureaucratic hurdles they faced. These unexpected challenges did delay project progress or lead to frustration among participants.

*"**How do you realise what is in your head?** That it is not the end product. There are steps I never thought about before. It's a good thing to do, because **I have to learn to work this way.**"*

Artist

Artist focus groups offered rich insights for continual improvement of Open Calls and policy:

Technical skills can present unexpected challenges - artisan networks can innovators to overcome these

"I also **gain experience in how it works** to have such a thing made from steel and aluminium, and what technical things are involved. That's a bit **more complicated than I thought.**"

"I have learned a lot in terms of **craftsmanship** that is completely **new to me.** There are also people who have a certain form of knowledge, so you have to go there. **You can't read that in a book** either. You just have to do that."

Business skills are as important for innovator growth as technical skills, yet may need specific support

"**Making a plan concrete...** you have an idea, but to be able to demonstrate how it is safe, what it will look like, how you will work, who will use you, draw up a budget...that is also an experience. **I've done that before, but not on this scale.**"

"**How do you realise what is in your head?** That it is not the end product. **There are steps I never thought about before.** It's a good thing to do, because **I have to learn to work this way.**"

Formal institutions can remove the bottlenecks to quality applications by cutting bureaucratic hurdles

"We have never done anything with the municipality before. Doing all **the paperwork is new to me, and I'm really scared of it.** It's a learning process."

"The aim was to slow down traffic in the area as decisively as possible. I think that **effect will diminish** due to the weakening [of our plans during approvals] that has now necessarily occurred."

Networks and collaborating with them may have a steep learning curve for start-ups and new innovators

"I also learned a lot about collaborations. How I normally organise my practice is that I can do everything myself, and that was really not the case with this. **I had to start collaborating, and that is quite new for me.**"

"I also wrote to funds with a kind of better version of the story I'm doing now, to make it even slicker. So you better **understand what a lender is asking for**, what they consider important. A **better relationship** between applicant and lender."

Entrepreneurial culture can be as much about emotional as physical experience

"Every time you do something new and can really make it happen, it is much easier to move on to something else. After working in steel once, I was able to **immediately start thinking differently.** It's always thinking ahead."

"The emotional side [is important], to make yourself **more confident to embark on such a journey again**, to undertake something quite large. It's a bit of an **upward spiral.** Winning such an Open Call also gives you energy and desire to do things."

Urban culture concerns may require aligning with other policies on Hub longevity

"As long as **no housing is built** in the area, everything will be fine, I think. Then a lot of creativity remains."

Attribution depends on the types of projects and access to finance

"I was informed that there was an Open Call, and we said: that's a great idea. **If we had not been chosen, I think I would have died a silent death.** That sounds very sad."

"I don't think I would have done this right away. It would be a matter of waiting for financing that makes that possible. Those aren't things I can do on my own, so **I might have realised that plan at some point.**"

Next steps

Participants highlighted the value of networking and the sense of connection fostered by the open call, which strengthens their ties to the area and potentially leads to future collaborations and opportunities.

2.3. ACTION 3: BOOST INNOVATION & CREATIVITY VIA TALENT DEVELOPMENT PROGRAMS

Key metadata

Action theme	Acceleration Programmes / Challenge Calls Art and Creativity
Action clusters	Cultural and Creative Industries
Expected outcomes <i>(city level)</i>	Improved business viability and skills for the creative orgs supported
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 4: cross-sector collaboration, job opportunities and skills (economic)



Operational results

Over 400 artists and creators gained coaching sessions in artistry related to heritage, and entrepreneurial and networking skills to launch and sustain their projects commercially. Events were held enabling them to showcase their innovations.

Case study on products / services produced

The Talent Development Trajectory:

In April, six participants embarked on individual development trajectories tailored to their specific needs, aligned with the local creators' community. They concluded their journey with a **group exhibition** at the Havenloods in June. Additionally, **sixteen participants** began a group trajectory focusing on refining their craft and entrepreneurial skills, culminating in a collective presentation at the Havenloods in July. Following this, in September, six new participants commenced the Mentorship Program, receiving **guidance from mentors** within the community. They showcased their work in November. Finally, in August, twelve new participants embarked on a group trajectory aimed at enhancing their creative and **entrepreneurial abilities**, with a presentation that took place in January.

Presentation Moments:

These moments took the form of exhibitions featuring additional programming such as **performances, talks and workshops**. Presentations occurred in June July, November and January, coinciding with the talent development trajectories.

Masterclasses, Meetups, Campfires:

After conducting a **needs assessment** for the summer, the program offered Maker Classes. Participants worked under the guidance of local creators to develop specific skills. Additionally, three masterclasses were planned for the upcoming months. Monthly breakfast sessions centered around thematic discussions took place, with an average of 24 makers attending each session. Every two months, a 'campfire' session is hosted at the Havenloods, where participants engage in discussions, **exchange ideas and explore topics** of interest.

Process evaluation

Most artists and creative entrepreneurs supported came from one hub in particular, with 292 participants in the training sessions (Havenloods). In total, there was a strong significant lean towards female participation with 79% of all participants female.

Hub	Female	Male	Non-binary	Total
Nijverheid	34 52%	32 48%	0 0%	66 100%
Havenloods	256 88%	31 11%	5 2%	292 100%
Hof	28 65%	15 35%	0 0%	43 100%
Total	318 79%	78 19%	5 1%	401 100%

Table 3: Number of artists and creative entrepreneurs supported, split by gender

The training influenced 167 products and services that reached almost 9,000 audience members across their various exhibitions, stages, installations etc:

Hub	Number of artistic goods and services realised	Size of audiences reached through the artistic goods and services
Havenloods	132	414
Hof	23	7,000
Nijverheid	12	1,570
Total	167	8,984

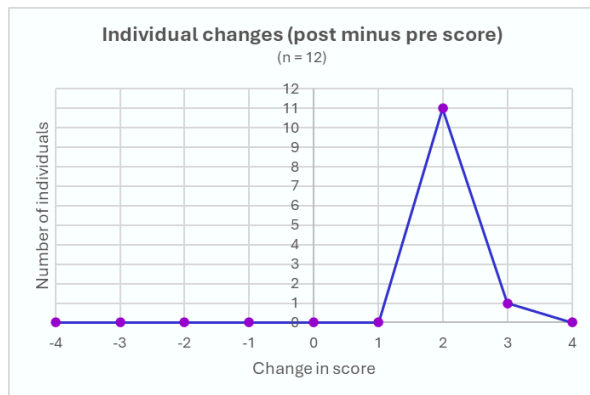
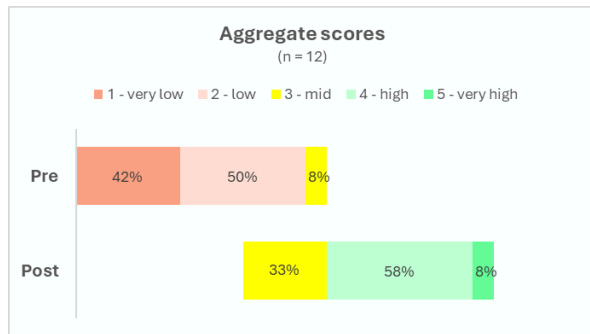
Table 4: the reach of the training, via influencing products and services and audience members (N.B. figures accurate at time of reporting, growth expected as artists continue their work)

Outcome: Improved business viability and skills for the creative orgs supported Havenloods Hub

Focus group feedback gathered qualitative insights whilst surveys to participants indicated overall increases in skills (12 respondents):

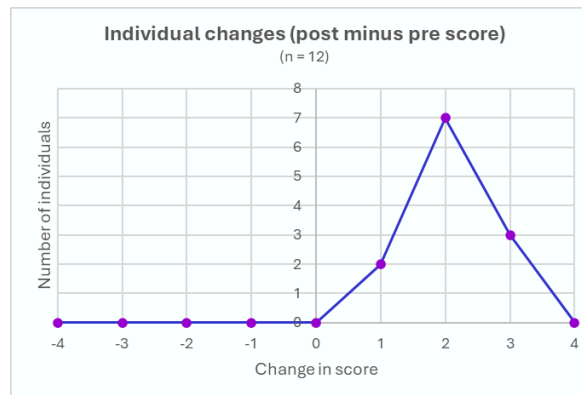
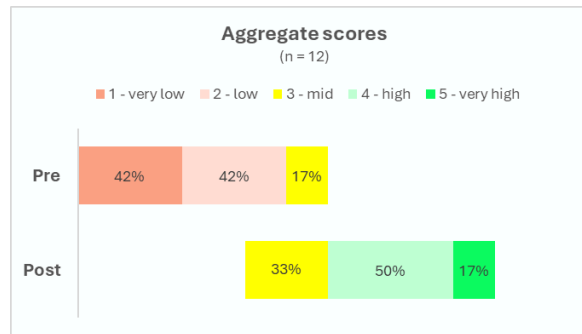
Entrepreneurial skills

Aggregate scores show that entrepreneurial skills were a strong success for the trainees - 92% rated themselves as Low or Very Low in this area prior to training. Post- training, no students rated themselves Low or Very Low, and all were Mid or above. Checking the individual score changes between pre- and post-, almost all consistently increased by 2 ratings (e.g. Low to High etc). *One artist increased by 3 points* from Very Low to High, indicating strong growth for this movie maker's ability to commercialise heritage-based videography.



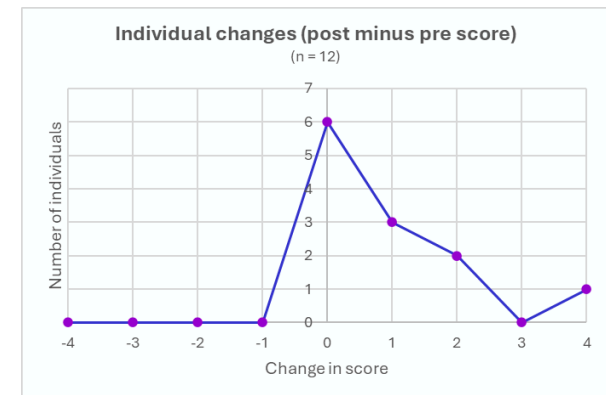
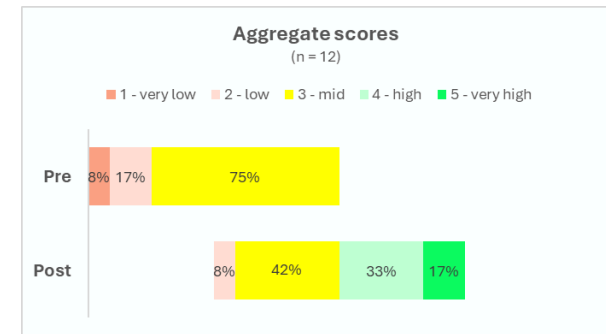
Career development skills

All participants left the training rating their career skills Mid or above, despite almost half (42%) rating themselves Very Low and 84% rating Low or Very Low prior to training. This suggests very beneficial changes for their professional potential. *Every single participant moved positively at least one score higher* - the highest movements (+3 points) are split across graduates, novices and experts equally, suggesting career development skills do not come simply with time in industry, and the Action helps to close this gap.



Personal skills

Aggregate scores reveal this to be an area where results vary greatly across individuals: half of the participants did not change score at all (e.g. they remained Mid); the rest changed positively at least one point; and *one individual increased 4 points (the maximum)* - i.e. from Very Low to Very High. The varied results suggest that this training may not benefit everyone, but can have very strong impact when it does: the high mover was a writer-musician who had 5-15 years experience and sought assistance making choices.



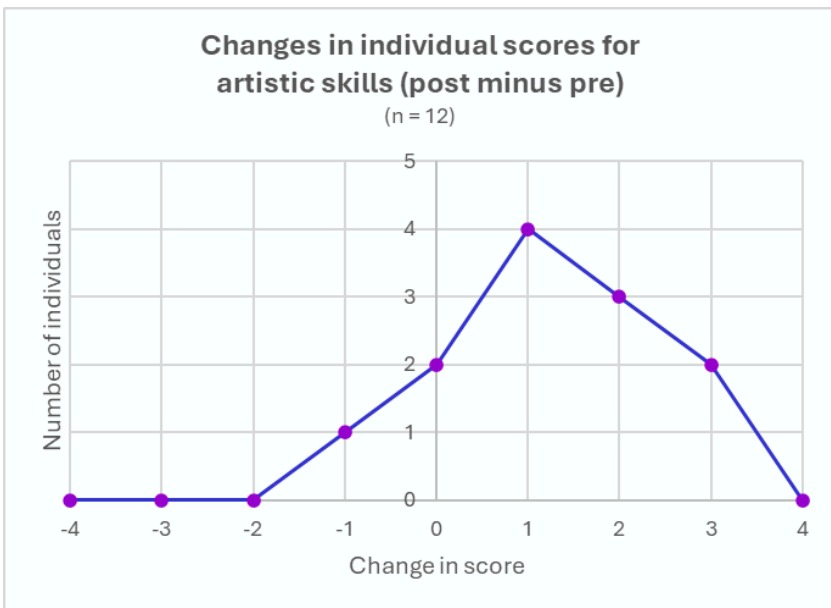
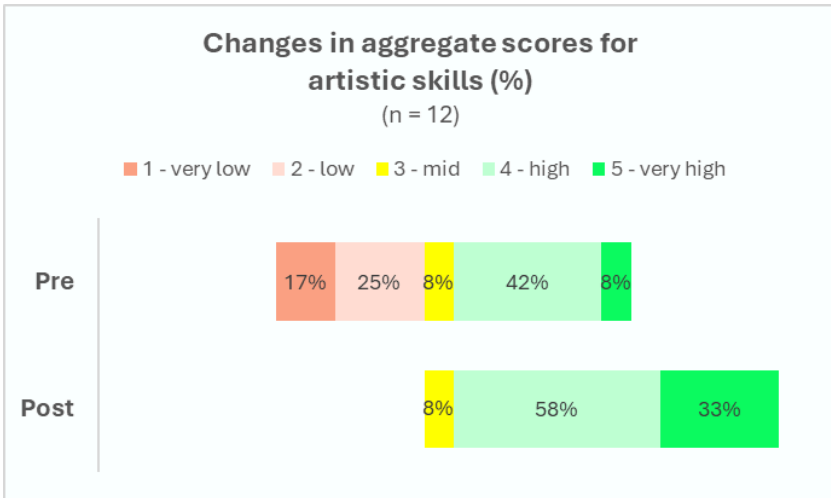


Figure 6: changes to overall aggregate and individual artistic skills

Case study on products / services produced

The Talent Development Trajectory

In April, six participants embarked on individual development trajectories tailored to their specific needs, aligned with the local creators' community. They concluded their journey with a group exhibition at the Havenloods in June. Additionally, sixteen participants began a group trajectory focusing on refining their craft and entrepreneurial skills, culminating in a collective presentation at the Havenloods in July.

Following this, in September, six new participants commenced the Mentorship Program, receiving guidance from mentors within the community. They showcased their work in November. Finally, in August, twelve new participants embarked on a group trajectory aimed at enhancing their creative and entrepreneurial abilities, with a presentation that took place in January.

Presentation Moments

These moments took the form of exhibitions featuring additional programming such as performances, talks, and workshops. Presentations occurred in June, July, November and January, coinciding with the talent development trajectories.

Masterclasses, Meetups, Campfires

After conducting a needs assessment for the summer, the program offered Maker Classes. Participants worked under the guidance of local creators to develop specific skills. Additionally, three masterclasses were planned for the upcoming months. Monthly breakfast sessions centred around thematic discussions took place, with an average of 24 makers attending each session. Every two months, a 'campfire' session is hosted at the Havenloods, where participants engage in discussions, exchange ideas, and explore topics of interest.

Overall view of skills development: across the Hub's group and individual scores there was a clear majority increase:

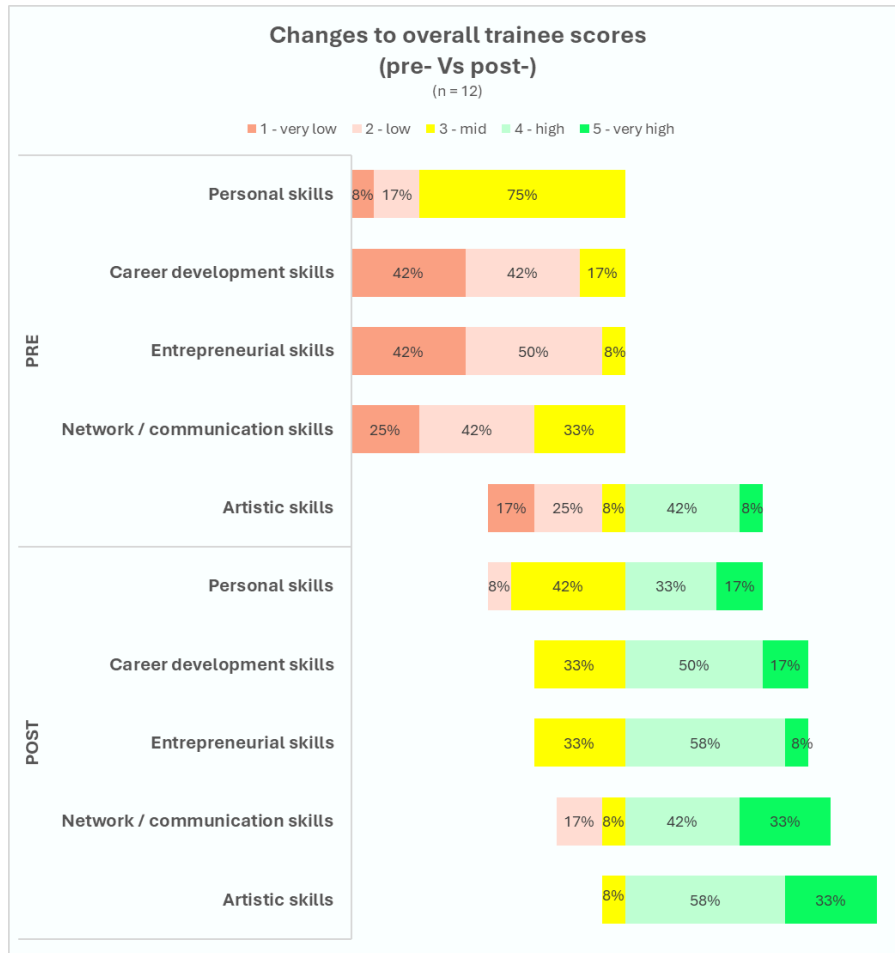


Figure 7: changes to overall trainee scores

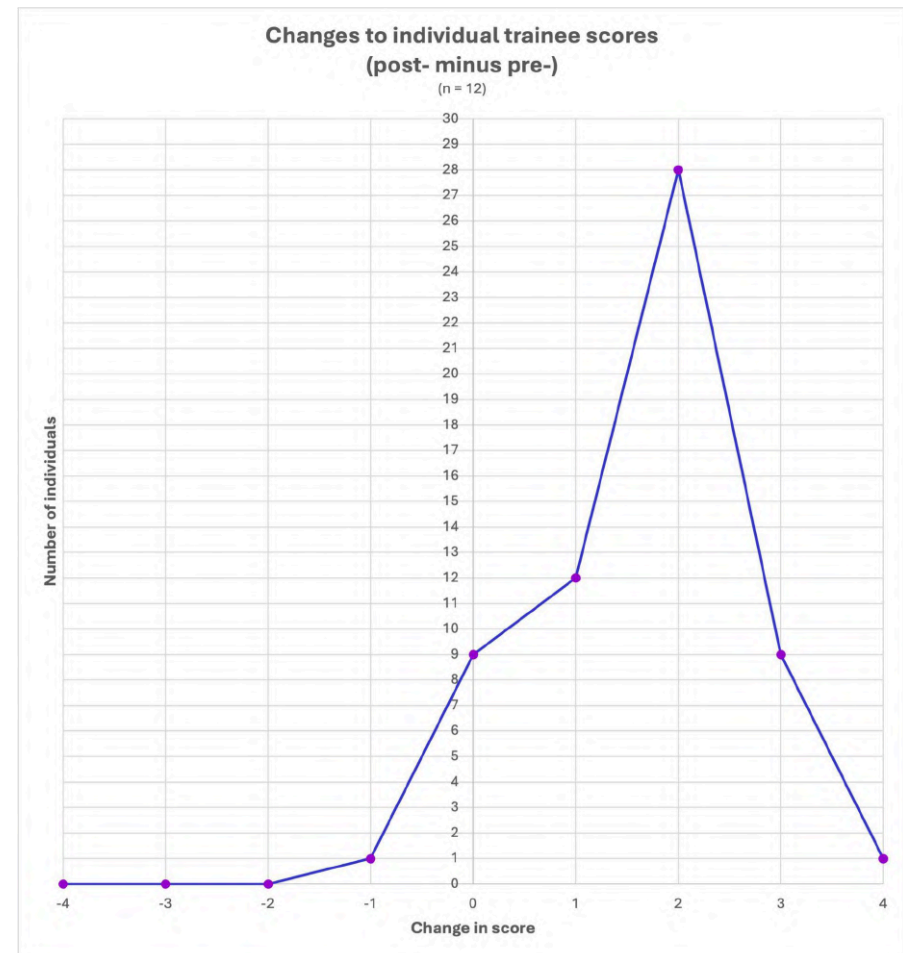


Figure 8: changes to individual trainee scores

Outcome: Improved business viability and skills for the creative orgs supported *Hof van Cartesius Hub*

Overall, 20 products / services were produced: 11 in the idea phase, 6 evolving to the prototype type phase, and 3 launched to the market "go live" phase. The artists receiving training reported to have learned:

1. Improved online visibility: they focused on enhancing their online presence through better marketing and public relations strategies.
2. Business saviness: participants recognized the importance of being stricter in their business dealings, including not undervaluing their work.
3. Financial management: they gained knowledge and skills in areas such as financial administration, budgeting, and seeking funding through grants and subsidies.
4. Administrative efficiency: participants learned the significance of effective administration, including tasks like bookkeeping, planning, and organisation.

Lessons learned were also gathered on what went well, and what went not so well, and other suggestions:

1. Improved skills in crafting fund applications, including the ability to describe projects more effectively, succinctly, and clearly.
2. Enhanced project management abilities, particularly in terms of realism and planning.
3. Experience in organising and mobilising people for charity efforts, such as collecting Christmas packages for Ukrainian refugees.
4. Success in securing funding through the HUB-IN open call for art in public spaces, with ongoing learning experiences in navigating municipal processes like grant applications and permits.
5. Technical skills development through participation in a Blender program, focusing on 3D modelling, materials, and animation.
6. Engagement in creating a digital directory for the Hof, involving collaboration with communication teams to determine disciplines, specifications, and publication processes, as well as incorporating community feedback.

Participants noted the following business impact, discerned from their time in the Action:

1. Expanded networks and collaborations with new individuals.
2. Increased clarity in long-term planning and direction for their business.
3. Enhanced motivation and positive energy for engaging in other projects.
4. Broadened skill sets and opportunities for further development in autonomous work and sustainable production processes

Broader reflections:

1. Generally positive feedback on the program structure, workshop leaders' effectiveness, and the opportunity for collaboration and learning with other participants.
2. Challenges included difficulties in meeting partner-generated timelines and limitations posed by low funding amounts.
3. Suggestions for improvement include setting clearer expectations for required materials and providing more comprehensive support for project implementation.
4. Overall, participants expressed satisfaction with the program's benefits and opportunities for growth.

Perceptions on attribution (i.e. what proportion of change is due to the Actions) are mixed but positive. Four out of six report that they would not have received the support otherwise. One said that they would have received the same support in the same time frame with a different provider, and another said that they would have received support from another provider, but at a later date.

Outcome: Improved business viability and skills for the creative orgs supported *Nijverheid Hub*

Lessons learned were similarly gathered on what went well, and what went not so well, and other suggestions. Participant comments on what went well:

- Goal achievement: participants generally achieved their goals, with insights gained into finances, new artistic work created, and new projects acquired.
- Acquired knowledge: significant new knowledge was gained, particularly in areas such as finances, planning, and acquisition of new skills.
- Networking: participants successfully established new connections, which could be valuable for future collaborations and opportunities.
- Alignment of new knowledge: the new knowledge acquired often aligned with participants' goals but sometimes led to unexpected directions or choices, such as exploring new career paths or undertaking different projects.

Some areas for Improvement were also identified for future replications of the Action:

- Networking and acquisitions: some participants expressed the need for more structured support in establishing contacts with galleries or acquiring new projects.
- Flexibility: while flexibility was appreciated, some participants highlighted the importance of having clearer guidelines or timelines to avoid last-minute rushes.
- Time management: tackling time constraints, especially in balancing artistic work with other commitments, emerged as a challenge for some participants.
- Strategic decision-making: there is a call for clearer decision-making processes and the importance of making informed choices to avoid unexpected outcomes.
- Support for change: participants suggested the need for better support systems, especially when navigating significant changes or transitions in their artistic or professional journeys.

Outcome: Improved business viability and skills for the creative orgs supported

Interim Valorisation of Heritage as an Asset (Indicative)

Some artists attracted revenues and funding due to participating and showcasing in the “Talent development programme”, modelled below (it is still early stages as the current assessment period is in months rather than years). Heritage is occasionally viewed as a liability from a funding viewpoint: something in which intrinsic value is recognised but can not be unlocked easily, or at least not without significant expenditure by municipalities. These interim findings from the “Talent development programmes” are not intended to give certainty on exact figures, but rather to simply to explore indicatively whether local heritage *has potential* as a revenue-driving asset. The model following is structured using common elements in economic impact assessments - a brief overview is given here as context (see D5.1 “Common Impact Assessment Framework” for more):

ENTREPRENEURIAL RESULTS (INTERIM)

SME RESULTS >

The supported artists track and report changes to key metrics related to business growth (e.g. turnover, investment and funding) during and directly related to the intervention.

N.B. benefits can be subject to incubation periods - e.g. growing a customer base, building revenue channels, winning funding applications etc can take months and more. Ideally these could be tracked for at least a year and then annually. In HUB-IN timelines the periods are less than one year, so the findings are interim evaluations of early results, indicative only.

Application to the Action

Hubs (Hof and Nijverheid) reported €27,965 for revenues, and €7,445 in grants awarded (all excluding VAT) due to participating in the Action’s support and showcasing events.

ADJUSTMENT FACTORS >

Reported benefits next need adjusted to account for whether benefits spill out of the intended target area or beneficiaries (“leakage”); compensate a loss elsewhere within a firm (“substitution”); compensate a loss elsewhere within the target area (“displacement”); or would likely have happened anyway from other support programmes or trends affecting the same beneficiaries (“deadweight”). They may also need to be normalised in terms of tax, such as figures including or excluding VAT to enable comparison. For fuller definitions see D5.1, only a summary is given here.

Surveys and focus groups with the Hub and artists provided intel on appropriate adjustment factors. The Hub’s selection process can minimise leakage and substitution by its design.

POTENTIAL FUTURE ECONOMIC IMPACT

EXTRAPOLATIONS >

Benefits are then extended to account for the likelihood of continuing for a period after the support ends (“persistence”). For example, skills gained in training may be retained after the training ends. Although benefits from any given intervention continue, they are expected to diminish over time (“decay”). Future benefits are discounted (“social rate of time preference”) to reflect their lower present value. Comparisons of adjusted benefits to the municipality’s costs can be made (“ratio to budget”). N.B. not all costs and benefits are in scope, the figure is indicative and interim only.

A conservative assumption is made that the Action’s benefits may persist at the lower end of literature review ranges (3 years). Post-HUB-IN monitoring may reveal the actual persistence.

MULTIPLIERS >

Increased turnover for a firm means output is increased, and part of that increase requires purchasing additional inputs from their supply chain (“indirect effect”). It also requires staff who will spend part of their salaries in the wider economy (“induced effect”). Thus, increases in turnover flow through the wider economy beyond the original increase. National statistics agencies provide sector-specific “multipliers” to model these indirect and induced effects.

The revised benefits can be compared to the municipality’s costs in a “ratio to budget”.

CBS Netherlands provides multiplier estimates for the creative and art sector - for every €1 increase in output, the effect is €0.64 in supply chains, and €0.37 in the wider economy.

GROSS VALUE ADDED

Total output is a key metric for firms as the turnover generated can support jobs. However, it does not measure value created, as part of the turnover goes to purchasing from supply chains rather than new value-adding activity. Instead, “Gross Value Added” (GVA) is a measure that takes the final value of goods and services produced but subtracts the intermediate cost of inputs used in their production. This helps to understand the value created.

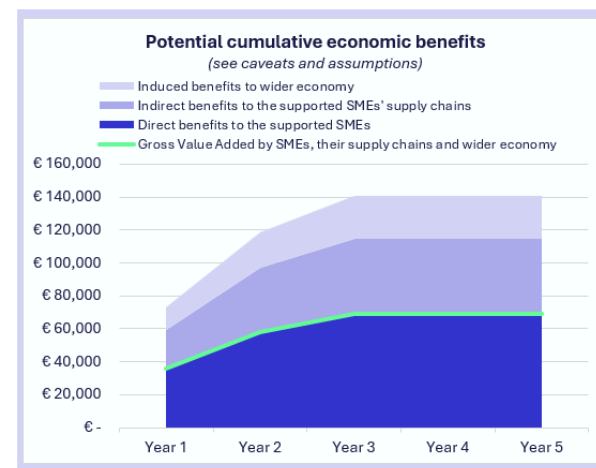
The revised benefits can be compared to the municipality’s costs in a “ratio to budget”.

CBS Netherlands provides input-output tables modelling the outputs and intermediate consumption for sectors in the national economy, with a GVA-to-turnover ratio of 0.49.

Based on early results, €1 of municipal cost may unlock €1.2 of benefits to artists and €2.3 to the economy beyond the HUA - N.B. important caveats and limitations apply. The model is shown below. If benefits persist for 3 years per literature reviews (assumptions and sources below), then artists may be expected to attract approx. €70,000 due to the support, after adjusting for displacement effects etc (see row P below). This could generate a further €45,000 for supply chains and €26,000 for the wider economy outside the HUA (rows T and U). These are presented in turnover terms as this is relevant to supporting jobs. As with any industry, the actual new *value added* to the whole economy is a smaller proportion: the Gross Value Added stimulated by the Action may be approx, €69,000 (about €1.1 for every €1 of municipal spend) (rows Y and Z).

Entrepreneurial results (interim)

Benefit type	Source / calculation	Havenloots	Hof	Nijverheid	Total
BUDGET					
A Budget for the period from the Municipality only (incl VAT)	Hub team				€ 60,500
B Budget for the period from the Municipality only (incl VAT)	A				€ 60,500
SME RESULTS					
C revenues	SME surveys	€ - €	32,833 €	1,004 €	33,838
D investment	SME surveys	€ - €	- €	- €	-
E funding	SME surveys	€ - €	7,445 €	- €	7,445
F Direct benefits to the supported SMEs (interim)	C+D+E	€ - €	40,278 €	1,004 €	41,283
SME RESULTS ADJUSTED					
G leakage	Application criteria	0.0%	0.0%	0.0%	NA
H substitution	Application criteria	0.0%	0.0%	0.0%	NA
I displacement	HUA criteria	37.5%	37.5%	37.5%	NA
J deadweight	SME surveys	30.0%	30.0%	30.0%	NA
K Direct benefits to the supported SMEs (interim) (adjusted)	F*(1-G)*(1-H)*(1-I)*(1-J)	€ - €	17,622 €	439 €	18,061



Potential future economic impact

SME RESULTS ADJUSTED AND EXTRAPOLATED						Year 1	Year 2	Year 3	Year 4	Year 5	Total
L extrapolate period to 1 year	Assessment period		2	2	2						
M persistence	Literature review		3 years	3 years	3 years	100.00%	100.00%	100.00%	0.00%	0.00%	NA
N decay	Literature review		linear	linear	linear	100.00%	66.67%	33.33%	0.00%	0.00%	NA
O social rate of time preference	CPB Netherlands (BfEPA)		5.5%	5.5%	5.5%	100.00%	94.79%	89.85%	85.16%	80.72%	NA
P Direct benefits to the supported SMEs	K*L*M*N*O					€ 36,122	€ 22,826	€ 10,818	€ -	€ -	€ 69,766
Q Ratio to budget	P/B										1.2
SME RESULTS ADJUSTED, EXTRAPOLATED AND MULTIPLIED TO WIDER ECONOMY											
R indirect effect	CBS Netherlands		0.64	0.64	0.64						
S induced effect	CBS Netherlands		0.37	0.37	0.37						
T Indirect benefits to the supported SMEs' supply chains	P*R					€ 23,218	€ 14,672	€ 6,953	€ -	€ -	€ 44,843
U Induced benefits to wider economy	P*S					€ 13,531	€ 8,551	€ 4,052	€ -	€ -	€ 26,135
V Direct, indirect and induced benefits	P+T+U										€ 140,744
W Ratio to budget	V/B										2.3
SME RESULTS ADJUSTED, EXTRAPOLATED, MULTIPLIED TO WIDER ECONOMY AND CONVERTED TO GVA											
X Ratio of Gross Value Added to turnover	CBS Netherlands		0.49	0.49	0.49						
Y Gross Value Added by SMEs, their supply chains and wider economy	V*X										€ 68,871
Z Ratio to budget	Y/B										1.1

Table 5: entrepreneurial results and potential future economic impacts. Prices in €2023/24. "SME" here refers to the artists. N.B. interim and indicative only - see caveats and assumptions.

Other scenarios are possible, as the accuracy of potential impacts may vary as data and assumptions are refined over time - for example if the longevity of benefits extends to 5 years, as with some interventions, then there may be approximately €100,000 of direct benefits to artists and double that when including their supply chains and the wider economy (see chart “mid” below). If the benefits then also only decay at 10% per year, as per some literature, then the artists may have over €130,000 in direct benefits (see chart “higher” below). Importantly, the nature of the support provided affects how much can be attributed to it - supported artists should be able to develop profitable heritage-based innovations but not at the expense of being *less* profitable in other areas of their operations (substitution) or cannibalising the turnover of other organisations who do similar things (displacement), otherwise the benefits may be lower than what the municipality spends on the intervention (see chart “low” below).

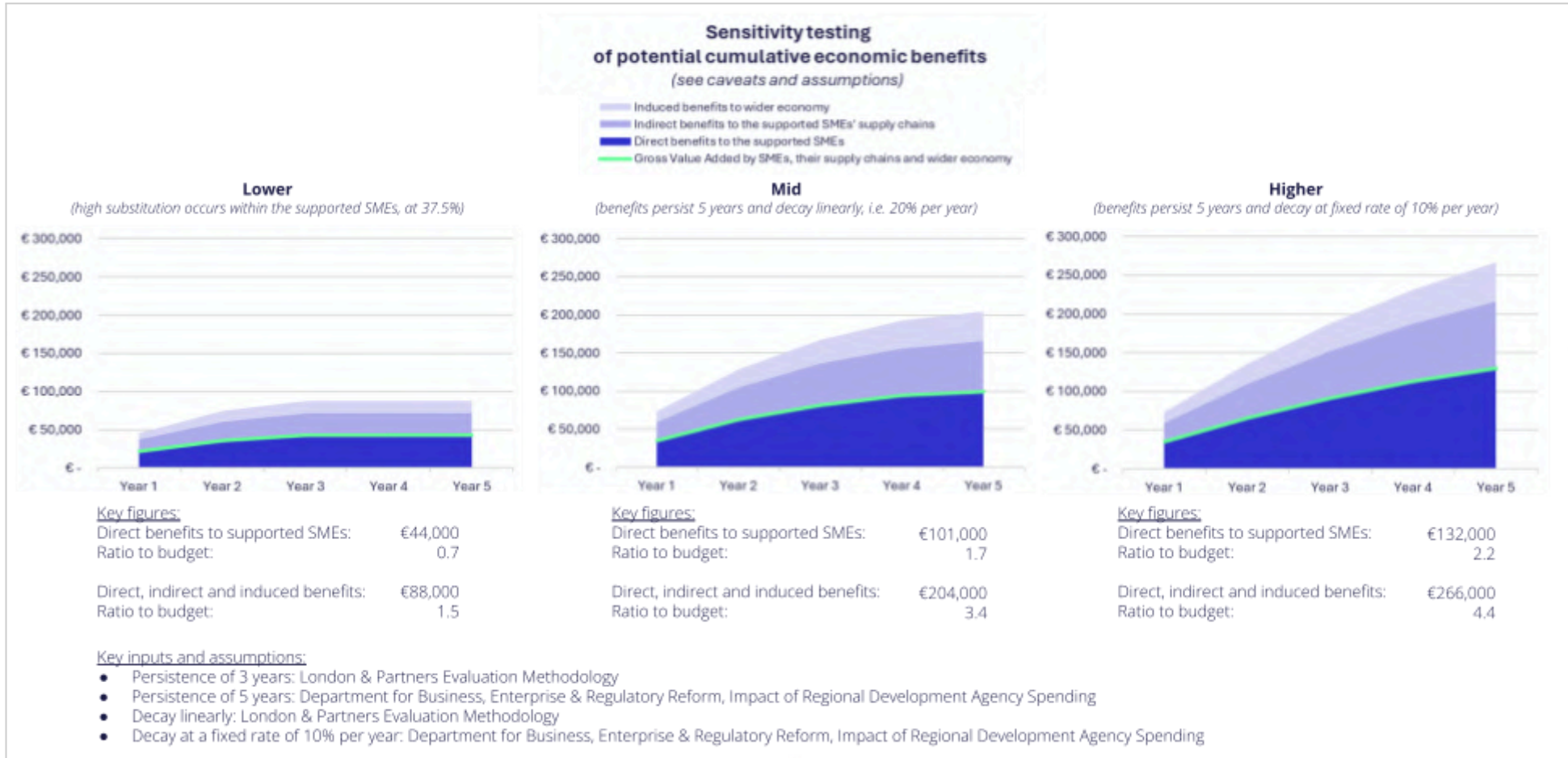


Figure 9: sensitivity testing of potential cumulative economic benefits (approximate rounded figures only, see caveats and assumptions)

Assumptions are noted here, and ones with low data confidence (e.g. it is too early, or data is not available at a granular level) are considered in the sensitivity tests above.

Assumptions on adjustment factors	Data confidence
Leakage: expected minimal due to the intervention design, because the Action has a dedicated approval process to select only CCI entrepreneurs in the HUA and a training offering precisely focussed on embedding heritage into products and services.	High
Substitution: expected minimal because the training should foster skills in heritage-based innovation, and not at the expense of becoming less skilled in other areas. The “lower” sensitivity test considers the results if there is “some” substitution (in the London & Partners evaluation methodology referenced in the D5.1 Common Impact Assessment Framework, options range from “None at all” to “All”, with corresponding values of 0%, 12.5%, 37.5%, 62.5%, 85.5%, 100%).	Low
Displacement: considering whether artist success would simply displace revenues from competitors, the teams held the view that heritage-based innovation is without incumbent competitors in the HUA, therefore the artist successes would not displace existing competitors. However, to be conservative, it is assumed that a value of “Some” revenues may be displaced (in the London & Partners evaluation methodology referenced, this is a reduction of 37.5%).	Med
Deadweight: surveys asked the artists if they could have received the same support in the same time frame with a different provider; or simply at a later date; or simply of a lower quality; or not at all from any other provider. In the evaluation methodology followed, each response is assigned from 0% to 100% deadweight. The weighted average of responses is 30%. The sample size was small however, although focus groups supported the notion that there was minimal deadweight.	Med
Assumptions on extrapolations	Data confidence
Persistence: assumption that the longevity of improved benefits from skills, networks, knowledge, attractiveness to funders and financiers etc is at least as comparable to the longevity of job creation from other interventions. We use the same proxy (3 years) as London & Partners do in their city incubator evaluations, which already takes the lower end of an estimated 3-5 year range. ⁵ ⁶ Longer persistence (5 years) is considered in the “mid” and “high” sensitivity tests.	Low
Decay: assumption that decay of skills, networks, knowledge, attractiveness to funders and financiers etc is at least as comparable to the decay of job creation from other interventions. We use the same conservative proxy (linear) as London & Partners do in their city incubator evaluations. Slower decay rates (10% each year) are considered in the “high” sensitivity test.	Low
Social rate of time preference: national governmental bodies often set the standard rates for discounting to be used when considering future benefits and costs. CPB Netherlands’ Bureau for Economic Policy Analysis gives guidance to use a real risk-free discount rate at 2.5% and a general risk premium set at 3.0%. The general risk premium can be reduced if appropriate to the interventions, but for simplicity and to be conservative we use the default full values, at 5.5%	Med
Multipliers are derived from national statistics offices’ “input-output” tables ⁷ and the “Creative, arts and entertainment activities” sector chosen as the most relevant sector to the artists. GVA-to-turnover ratios use all-sector results because supply chains and staff spend can be in any sector.	High
Other assumptions	Data confidence
Based on consultation with economists, VAT is included in the artists’ economic benefits and the intervention’s budget, so that a like-for-like comparison can be made (i.e. both are treated equally in terms of the influence of tax). The purpose is to enable a comparison of market values of where that budget could be spent. Artist gains in funding are treated as equivalent to revenues for the purposes of impact assessment on the assumptions that funding to support entrepreneurship is a proxy for future market demand (revenues) and that funding is treated as working capital by the artists (i.e. spent in supply chains and any staff wages, and thus is also subject to the multipliers etc). Funds are also perhaps part of an important “flywheel effect” - entrepreneurs can use their outputs as a further evidence-base to attract additional economic resources.	Med

Table 6: assumptions used to assess the potential future economic impacts

⁵ https://files.londonandpartners.com/l-and-p/assets/evaluation_methodology_2021.pdf

⁶ <https://webarchive.nationalarchives.gov.uk/ukgwa/20090609050004/http://www.berr.gov.uk/files/file50735.pdf>

⁷ <https://www.cbs.nl/en-gb/custom/2020/29/supply-and-use-input-output-and-sector-accounts>

Some limitations apply due to the interim stage and data availability - the figures above are indicative only and to be interpreted with caveats. The purpose of this model is not a finalised investment-level business case, but an interim and early exploration to understand if there is local potential for “heritage as a revenue-driving asset”. Annual data collections and modelling can be taken further by pilot or follow city Hub teams in future if they have appetite, budget and capacity. Limitations include:

- *remote monitoring of the artists*
Hub teams collect data to inform the adjustment factors (from surveys and focus groups etc). The remote nature of monitoring may make it difficult to verify data, as there are many “links in the chain” of data collection (from Work Packages to city teams to Open Call organisers to applicant organisations to staff respondents, etc). An annual assessment of artist revenues was not feasible due to timelines being less than one year, and any auditing by third parties not feasible for this scale of intervention or monitoring scope. Thus, monitoring relies on self-reported data from the artists. Although this can be subject to errors in perception, it is at an appropriate level to understand the overall benefits potential and direction of travel.
- *non-exhaustive figures:*
The figures in Table 5 above are based on available data to date, yet there may be other benefits and costs not available in that data set. E.g. additional social value of the heritage-products fostering a deeper sense of place and connection, or contributing to the future frequency of visits to the HUA, etc. And additional costs from other actors outside of the municipality who may donate time, equipment or services due to flywheel effects unlocking wider contributions. If future cities have the appetite, budget and access to researchers, they could measure these in future replications of the Actions.
- *timelines less than 12 months*
Benefits can be subject to incubation periods - e.g. growing a customer base, building revenue channels, winning funding applications etc can take months and more. The period of HUN-IN support assessed is less than 12 months. This is not long enough for annual or multi-year pre- and post- comparisons of business accounts to reveal medium-term changes in turnover, exports, jobs etc. As the surveys found, the value of the HUB-IN support lies in establishing the business foundations that enable and support future growth. Ideally these could be tracked for at least a year and then annually, and the Hub has tools to monitor growth annually in the future.
- *(benefits) ratio to budget*
Given the limitations above, standard phrases such as “Benefits Cost Ratio” or “Return on Investment” are avoided because these have a specific usage. At this early stage of evaluation, it is not meaningful to reduce all analysis to one number - this would give excessive dependance on such value numbers which need to be contextualised in the commentary above. A “ratio to budget” is provided, to indicate the scale of interim benefits to municipal costs only, to reflect the interests of Follower Cities’ municipal teams exploring the potential to catalyse creative hubs and “flywheel effects” that attract wider resources into the area.

Key external inputs include:

- Persistence of 3 years: London & Partners, Evaluation Methodology (UK methodology applied to be consistent with other pilot cities, national alternatives may exist)⁸
- Persistence of 5 years: Department for Business, Enterprise & Regulatory Reform Impact of Regional Development Agency Spending⁹
- Decay linearly: London & Partners, Evaluation Methodology¹⁰
- Decay at 10% per year: Department for Business, Enterprise & Regulatory Reform, Impact of Regional Development Agency Spending
- Social Rate of Time Preference: CPB Netherlands’ Bureau for Economic Policy Analysis, General Guidance for Cost-Benefit Analysis¹¹
- Multipliers: CBS Netherlands, Supply-and-use, Input-output and Sector Accounts¹²

⁸ https://files.londonandpartners.com/l-and-p/assets/evaluation_methodology_2021.pdf

⁹ <https://webarchive.nationalarchives.gov.uk/ukgwa/20090609050004/http://www.berr.gov.uk/files/file50735.pdf>

¹⁰ https://files.londonandpartners.com/l-and-p/assets/evaluation_methodology_2021.pdf

¹¹ https://www.pbl.nl/uploads/default/downloads/pbl-cpb-2015-general-guidance-for-cost-benefit-analysis_01512.pdf

¹² <https://www.cbs.nl/en-gb/custom/2020/29/supply-and-use-input-output-and-sector-accounts>

Overall evaluation of outcomes

Economic outcomes and impacts

- Improved Business Viability and Skills: participants in the talent development programs report enhanced skills in entrepreneurship, project management, and financial management. This skill development contributes to improved business viability and potential economic growth for the creative organisations supported.
- Business Impact: participants experience expanded networks, increased clarity in long-term planning, and enhanced motivation for engaging in other projects. These factors can contribute to economic growth by fostering business growth and sustainability within the creative sector.

Social outcomes and impacts:

- Networking and Collaboration: participants in the talent development programs benefit from networking opportunities, establishing new connections, and collaborating with other participants. This fosters a sense of community and social cohesion within the creative sector.
- Community Engagement: participants engage in community efforts, such as collecting Christmas packages for Ukrainian refugee shelters, demonstrating social responsibility and community engagement.

Cultural outcomes and impacts:

- Artistic goods and services: the talent development programs result in the creation of artistic goods and services, contributing to the cultural enrichment of the community.
- Audience reach: the programs reach a significant audience through artistic goods and services, enhancing cultural experiences and promoting artistic appreciation within the community.

Who is affected and how

- Participants, creative organisations, and the broader community are affected positively by enhanced skills, business growth, community engagement, and cultural enrichment. These outcomes contribute to the overall vibrancy and sustainability of the creative sector within the Werkspoorkwartier.

Unexpected positive results

- Enhanced networking and collaboration: while networking and collaboration were expected outcomes of the talent development programs, the extent to which participants benefited from these opportunities have exceeded expectations. The report highlights participants' successful establishment of new connections and collaborations, which could lead to unforeseen positive outcomes such as new business partnerships or creative projects.
- The size of the talent development programmes in terms of audience members and artists reached exceeded expectations. The monitoring process has revealed that over 400 artists and 9000 audience members have engaged with the programmes in one way or another.

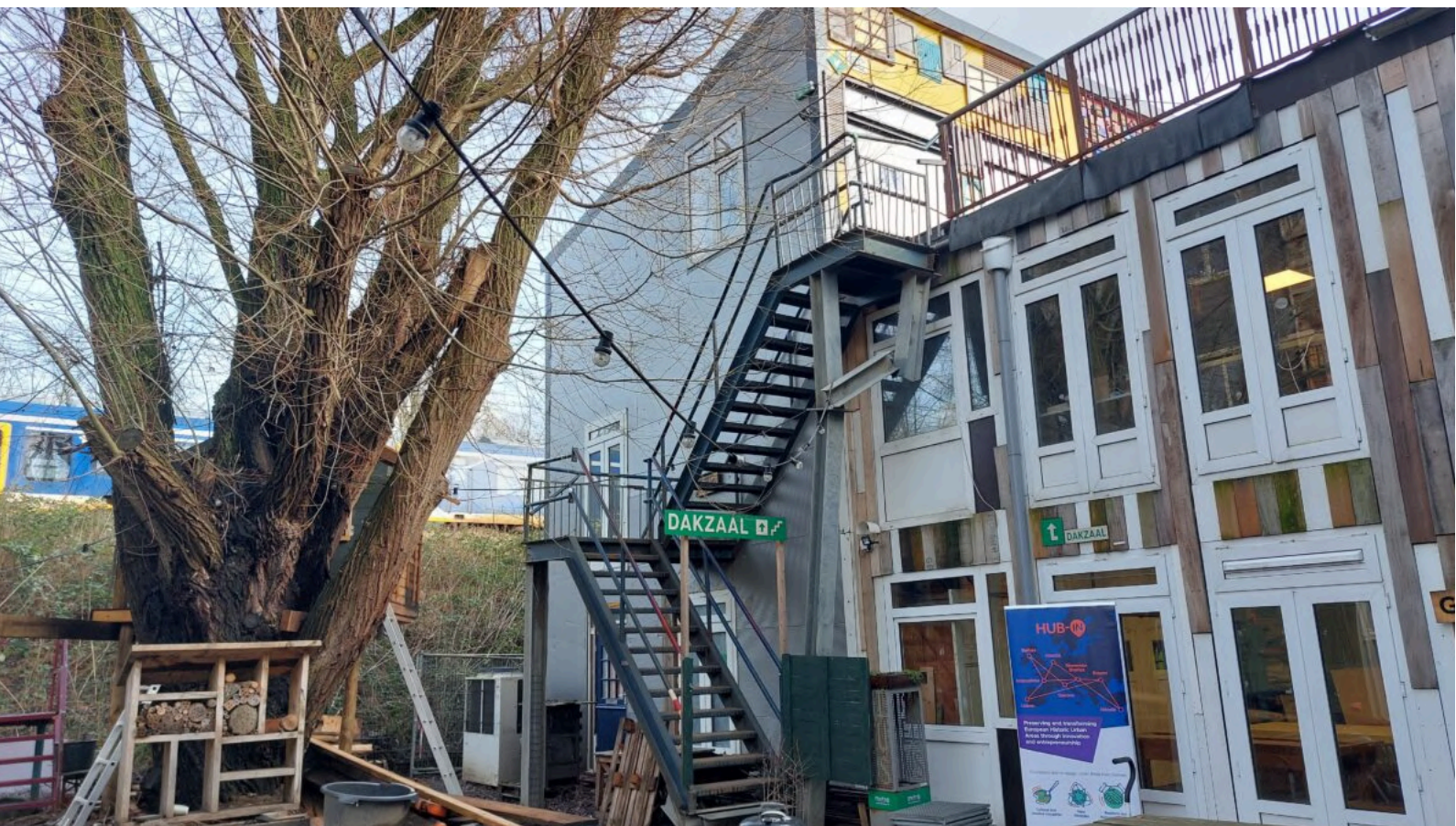
Unexpected negative results:

- Challenges in meeting timelines: some participants expressed difficulties in meeting partner-generated timelines, which may have resulted in unexpected delays or setbacks in project implementation. While flexibility was appreciated, clearer guidelines or support structures may be needed to address this challenge and mitigate negative impacts on project outcomes.
- Limited funding amounts: participants faced limitations posed by low funding amounts, which could have unexpected negative consequences such as difficulty in fully realising project goals or compromising the quality of artistic outputs. This highlights the importance of adequate funding and resource allocation in ensuring program effectiveness and participant satisfaction.

2.4. ACTION 4: DEVELOP BLUEPRINTS FOR WIDELY APPLICABLE GOVERNANCE STRUCTURES FOR HUBS IN THE HUA AND UTRECHT IN GENERAL

Key metadata

Action theme	Creating the Ecosystem / Infrastructure Data Collection Policy and Regulation
Action clusters	Cultural and Creative Industries Resilient and Human Connected Places
Expected outcomes <i>(city level)</i>	Improved preservation of cultural heritage, including hub sites
Expected impacts <i>(programme level)</i>	1: reversing abandonment and neglect of historic heritage (cultural) 4: cross-sector collaboration, job opportunities and skills (economic)



Operational results

This Action has taken place in the wider context of the number of creative businesses in the Werkspoorkwartier increasing from 190 businesses in 2022 to 210 in 2023. For context, before the action the number of creative businesses were approximately 100 (2019), 140 (2020), 180 (2021) based on standard data collected by the municipality. These wider changes are not attributable to HUB-IN, but they provide relevant context for governance models of growing Hubs.

During this period, the blueprints for widely applicable governance structures for Hubs have been shared with four Hubs in the HUA. Findings and reflections are noted below.

Outcome: Improved preservation of cultural heritage, including hub sites

Currently early for outcomes: governance structures and blueprints are very early stage interventions in Hubs - they affect the upstream organisation principles and decision-making that can later impact on projects that themselves can later impact on results. Thus it is too early to have any results on specific cultural heritage preservation, but the Action does have results on the success and interpretations of this upstream intervention, based on qualitative focus group of members from the four Hubs.

Constructive feedback, with further exploration identified on internal alignment. Action 4 has resulted in a report on the lessons learned that can be implemented throughout Hubs in Utrecht. The report has been discussed with the stakeholders that participated in the project in the form of a focus group. The outcomes have been very constructive, and the lessons learned were widely supported (details can be seen on the page below). However, based on the learned lessons, a difference in opinion remained on the way the lessons should be implemented, especially in regard to the question whether the independent main tenant of the hub can be aligned with other tenants in the hub, or whether it is better to look for an external organisation that can fulfil this function.

Next steps: in regard to the specific case of DOMUS (a Hub outside of the Werkspoorkwartier), this issue will be further discussed in follow-up meetings. In the monitoring workbook we also promised to measure (qualitatively) the perceptions on quality of governance as a result of the learned lessons in regard to inclusivity and effectiveness.

Overall the perceived effects on inclusivity were good. The general perception was that collaboration means pursuing a common goal through the deployment of people and resources by the parties involved. This requires trust in the other person. Opportunistic action or lack thereof transparency can damage this trust. Organising such cooperation therefore requires pure governance with the right checks and balances. In addition, it is very important that the goals and resources are well aligned and that mutual expectations correspond. Overall, the suggested lessons learned and approach for the hub were perceived as effective in this regard.

For governance to be effective, setting the right boundaries and goals from the beginning is important. It is essential that as soon as it appears that frameworks do not comply, this is immediately reported to the stakeholders. This requires making the bottlenecks transparent and transparent to communicate. Only then can other parties take appropriate measures. To be able to do this, it is important to start with a feasibility study. Such a study must show whether the framework for the assignment has been sufficiently completed. Such an investigation must also involve external parties, including the parties that will carry out the assignment. It is their responsibility to carefully consider whether it is possible to carry out the assignment within the framework. This should lead to a good basis from which to start, and as such increase the effectiveness.

Recommendations for improvement / lessons learned

The core lessons of the project were:

- *In the contemporary landscape, municipalities serve as coordinators*, actively participating in collaborative policymaking with both internal and external stakeholders. The effectiveness of this approach hinges on the engagement of robust, knowledgeable external partners attuned to the nature and scope of the task at hand. Failing to meet this criterion may result in opportunistic or risk-averse behaviour, posing a threat to collective interests.
- *The process of crafting policies entails establishing goals, allocating necessary resources, and defining a coherent timeline*. The feasibility of a goal relies on the seamless interconnection of these elements. Inadequate alignment, such as misalignment of financial resources and timelines, can render a task unachievable for intended collaborators.
- *Initiating transformative endeavours requires appointing a project manager* tasked with steering the process. However, success requires decision-making authority. If a project manager lacks control this compromises the effectiveness of the initiative in addressing underlying issues.
- *Governance encompasses structures and processes for managing responsibilities* within an organisation. Designing an appropriate governance structure aligned with goals, collaboration, and organisation is crucial. A lack thereof can lead to conflicts of interest and neglect of responsibilities, diminishing organisational effectiveness. Adherence to the Code of Governance Culture supports cultural organisations in establishing effective governance.
- *All involved parties should approach complex collaborations with patience and meticulousness*. Hasty decisions can lead to issues surfacing later in the process. Collaboration involves pursuing a common goal through resource deployment by involved parties. Trust, a clear governance structure, and aligned goals and expectations are fundamental for successful collaboration.
- *Establishing a solid foundation through a feasibility study is vital* to ensure that task frameworks are adequately defined. The absence of such a study led to an organisational impasse due to insufficient resources. Transparent communication and a well-organised administrative structure are prerequisites for successfully executing complex tasks.



Next steps

Lessons shared have identified potential next steps amongst the partners and Hubs. However, the lessons have not been implemented in other ways yet in the HUA - because the projects in which we can implement this are still in phases of early development.

Lessons have been shared with

- *the Hub (BKC) in the HUA*
Due to the shared lessons, the BKC has taken steps to hire a project manager who will take a central role in steering the process of the further development of the HUB.
- *the general HUB-IN project*
via Utrecht's HUB-IN: developing a governance structure - Hub-In (hubin-project.eu) and in a city alliance meeting on 16/04/2024.
- *the following Hubs*
with scaling identified as per directly below.

Domplein 4/5

The further **professionalisation** of the hub of Domplein 4/5, in which four cultural organisations co-reside.

Due to the shared lessons, the municipality is taking steps to strengthen their role as coordinators, actively participating in **collaborative policymaking** with both internal and external stakeholders. In addition, drawing from these insights the municipality is - together with the involved stakeholders - rethinking the whole governance structure of the HUB.

Berlijnplein

The development of a new cultural hub in Utrecht called Berlijnplein, which impacted over 20+ cultural organisations and artists.

Here too, the **municipality is taking a more central role as a coordinator**, and rethinking the governance structure of the overall maintenance of Berlijnplein.

In addition, we are paying additional attention to the **structural financial feasibility** of the project. With Berlijnplein, misalignment of financial resources and timelines, is a considerable risk, and we do what we can to navigate this, but this far in the process it is not always feasible to readjust our course.

Attleeplantsoen

The development of a new cultural hub in Utrecht called 'Attleeplantsoen' which will be **tendered as a cultural hub** in the next year.

Drawing from the lessons, we have paid ample time to perform a **feasibility study to avoid unstable financial situations** in the future.

In addition, we are investing a lot of time in **aligning the viewpoints** of the different departments of the municipality to make sure that the political decision process goes smoothly.

Intentions and overall evaluation of potential outcomes:

Economic

- *Development of new cultural Hubs*
The creation of new cultural hubs like Berlijnplein and Attleeplantsoen fosters economic activity by providing spaces for cultural organisations and artists to thrive.
- *Increased number of creative businesses*
Once successfully implemented, this will hopefully lead to an increase in the number of creative businesses in the Werkspoorkwartier and Utrecht in general, leading to economic growth and an increased vitality in the creative sector of the area.

Social

- *Enhanced collaboration and inclusivity*
The focus on governance effectiveness and inclusivity ensures that various stakeholders are engaged in decision-making processes, suggesting more inclusive and socially beneficial outcomes.
- *Knowledge sharing and learning*
Lessons learned from the project are disseminated among different hubs and stakeholders, facilitating knowledge sharing and collective learning within the community.

Cultural

- *Professionalisation of cultural organisations*
The adoption of effective governance structures and best practices professionalises cultural organisations, ensuring their sustainability and long-term impact.
- *Increased engagement with municipalities*
The involvement of municipalities in collaborative policy-making and governance restructuring demonstrates a commitment to supporting cultural initiatives and fostering cultural development within the community.

Who is affected and how

- *Creative businesses, cultural organisations and artists*
...benefit from an increased number of (well-functioning) cultural hubs, leading to potential economic growth and sustainability by facilitating their activities and enhancing their visibility.
- *The Municipality of Utrecht (and perhaps others)*
...play a central role in coordinating and supporting cultural initiatives, so they benefit from the lessons learned, which will in addition impact urban development and community engagement.
- *Community members*
...benefit from the preservation of cultural heritage from Hub activities, increased access to cultural activities, and improved social cohesion facilitated by cultural hubs.

Unexpected negative Results:

- *Relationship between the municipality and hubs*
The lessons learned were mostly focussed on the relationship between the municipality and hubs in light of their governance, rather than on the governance of the hub as such. This has shifted the value of the lessons learned more towards the municipality rather than the individual hubs per sé. This required the municipality of Utrecht to reassess the course of the implementation of the lessons learned. However, the municipality of Utrecht is involved in setting up many hubs throughout the city, so the decision was made quickly to create a plan to share the lessons learned within the municipality so we can use the lessons to improve (our relations) with existing hubs. So, the lessons have been used for the hubs as discussed above and will be used for other existing and future hubs in the city.

3. HUB-LEVEL EVALUATION

3.1. REFLECTIONS ON SUCCESSES, RISK AND RECOMMENDATIONS

The Hub team and stakeholders find several successes and obstacles that are likely relevant to replicating and / or scaling the Actions, either in the HUA or in Follower Cities:

Implementation

What went exceptionally well

Entrepreneurial culture

What has gone exceptionally well was the **enthusiasm and willingness to cooperate** of the stakeholder in the Werkspoorkwartier. Both the BKC and the existing hubs have submitted great plans, with high levels of ambition. The output of the talent development programmes for example exceeded our expectations.

What has gone exceptionally well was the **artists reached** throughout the talent development programmes. The numbers in the monitoring guidebook have surprised us here. The monitoring process has revealed that over 400 artists have engaged with the programmes in one way or another.

Finance

The fact that the BKC has managed to secure **sustainable funding** has surpassed our expectations. Here, we truly see the flywheel effect in motion.

As said earlier, the initial financial investment of HUB-IN in the Hub has caused a **flywheel effect**, where financial investments lead to quarterly meetings, a better website etc. which made the Hub more credible, which in turn made it more interesting for other stakeholders to invest in the Hub. As a result, we see that the first step led to a series of unanticipated other steps, which created a boost for the Hub and the area.

Urban culture

What has gone exceptionally well was the **audiences reached** throughout the talent development programmes. The numbers in the monitoring guidebook have surprised us here. The monitoring process has revealed that over 9,000 audience members have engaged with the programmes in one way or another.

Lastly, in general the social effect of the HUB-IN programme in the HUA has been tremendous. All artists report effects for their network and connection to the HUA, and also in other parts of the monitoring process we see that the collaborative initiatives may have strengthened community ties and fostered a **sense of belonging** among stakeholders, leading to unanticipated social benefits. Overall, it seems as though the action plan was an **energy booster** for the whole HUA, as it provided means and positive energy to strengthen the social ties in the area.

What did not go to plan

Entrepreneurial culture, formal institutions

It has been challenging to develop an open call that was both acceptable for the BKC and was **in line with the regulations** of the municipality. That took some time in order to make sure that the action was satisfying for all involved stakeholders.

As discussed, the lessons learned of Action 4 have been focused on the relationship between municipality and Hub, rather than the Hubs themselves. This required the city of Utrecht to change course on the way the rest of the action was implemented.

Timelines

In addition, due to the challenging time schedule the open call has a risk of not being finalised in time. The procedures within the municipality take a long time to get the right permits, so we had to extend the planning to give the artists more **time to execute their plans**. As said, participants discuss challenges in aligning their artistic vision with

municipal constraints, highlighting the **bureaucratic hurdles** they faced. These unexpected challenges did delay project progress or lead to frustration among participants.

Major turning points

The ending of the Machinerie

The Machinerie was our initial Hub of interest, but the initiative had to be stopped due to increasing costs and limited budget. This meant that actions as formulated in the road map could not be executed in the way it was intended, which required a **radical reorientation** within the HUB-IN project. In a very short period of time a series of meetings with key stakeholders in the HUA (and the HUB-IN team) were organised, which gave a new sense of direction, and enough substance in the HUA for the development of a new action plan. In the end, as can be seen in the city monitoring reports, this worked out very well.

Loss of key personnel

A second turning point was that the core project leader of the art committee that was supposed to execute the open call had to stop working on the project due to personal circumstances. This created a **lack of execution power in a crucial phase** in the execution of the action, and created a lot of stress and pressure on other team members.

Risks and issues encountered

Preselecting partners

In order to create a speedy process, the municipality of Utrecht selected the Hubs to participate in the talent development programmes for HUB-IN ourselves. However, one other **organisation felt left out**. In the future we will make sure that we create an open call where parties can apply for themselves, after which we select parties to avoid such disappointment.

Planning permits

As said above, we have given the BKC a contract for an open call action. This means that the responsibility of a successful execution of the action, lies in the hands of an (aligned but) outsider organisation, separate from the municipality. We advised the BKC to organise this open call in such a way in order to minimise risks (for example: by placing the works on private property instead of public spaces), but in the end they stated their preferences for the set-up of the open call, and we have allowed them to execute the open call in the manner of their preference (however, within limits of the HUB-IN framework of course).

Even though we have warned the Hub, **they have underestimated the complexity of the municipal permit process**, which caused delays and under preparation for the permits. This continued to remain a risk for the rest of the action. As a consequence there is a risk that the artworks will not be placed in the public space of the HUA.

Unexpected outcomes or impacts

Looking at the City Monitoring workbook of Utrecht, it can be seen that most relevant bespoke and common indicators are on track (for common indicators see section 3.5).

Action 1: Turning the Business Association into a Hub

- Additional jobs in the creative industries in the HUA are in an upward trend (context, not attributable to HUB-IN) and are expected to surpass the 500 before 2033.
- For the total m² workspace available in the HUA for the creative industries we did not set a goal, but here too we see an upward trend (context, not attributable to HUB-IN)
- The focus group with stakeholders showed that efforts to strengthen the network in the Werkspoorkwartier industrial area have yielded positive outcomes, seen locally to contribute to growth in membership, enhanced communication channels, and formalised goals.

- Instead of the anticipated five, three interventions in the HUA were reported,
- Case studies on effects of the interventions as part of this report showed positive results.
- Additional acquired funding exceeded the set goal for €100,000 for 2023 and 2024
- 46 new members were reported instead of the 10 that was hoped for (context, not attributable to HUB-IN)
- Instead of 5 events, 16 events were organised.
- 20% increase in the newsletter rather than the planned 10%

Action 2: Initiate an Art Programme in the HUA

- 13 artworks realised (no initial goal set)
- A mixed but positive focus group of the supported entrepreneurs (no initial goal set)
- 23 artists attached (no initial goal set)
- Here however: no audience members reached yet due to delays

Action 3: Boost Innovation and Creativity via Talent Development Programs

- Mixed but positive outcomes from the surveys of participants of the talent development programmes.
- Approximately 400 artists reached (goal was 15)
- Over 150 artworks created (goal was 15)
- 9,000 audience members reached (no initial goal was set)

Here however:

- Very little to no additional revenues realised in 2 instances, but in another, 1.5 times additional revenues realised.

Action 4: Develop Blueprints for Widely Applicable Governance Structures for Hubs in the HUA and Utrecht in General

- As context, HUB-IN occurred during an increase in the number of businesses in the HUA from 190 to 210 (in line with the formulated ambition)
- A moderately positive focus group with Hub members after (no initial goals set)
- Four additional Hubs in which the template and/or is applied (no initial goals set)
- Positive case studies of how the template and toolkit are applied, in what types of Hubs, benefits, challenges (no initial goals set)
- An estimate of 25 organisations and creative workers impacted by the template and toolkit (no initial goals set)

Unexpected positive results

Spillover effects benefiting neighbouring communities, strengthened community cohesion, and a [flywheel effect from initial investments](#) leading to further development and credibility in the area.

Unexpected negative outcomes

Gentrification pressures, uncertainties in revenue growth and bureaucratic hurdles for artists, challenges in meeting project timelines, and limitations posed by low funding amounts. Additionally, the focus of lessons learned on [municipality-Hub relations](#) rather than individual Hub governance required a reassessment of implementation plans, leading to broader applicability of lessons across hubs in the city.

Prioritisations planned

Currently the only risk is the delaying of the open call. We are working hard on [getting the right permits](#) so in this sense there is nothing more that we can do in order of prioritisation, but this is a long and complicated process that contains risks. The talent development action will be repeated. There is a tight schedule here in order to wrap up these actions before the end of the HUB-IN project. So sending out the call for plans should be prioritised.

Networks

New contacts and connections in the Hubs' Governance model

Hub members

As shown, we have seen an increase in the attendance of the quarterly meetings of the Hub, number of paying members and people subscribing to the newsletter. In addition, more companies in the HUA are willing to align themselves to the HUB and make a **financial commitment** to the long term continuation of the HUB.

Communities

Furthermore as discussed earlier, in general the social effect of the HUB-IN programme in the HUA has been tremendous. All artists report effects for their network and connection to the HUA, and also in other parts of the monitoring process we see that the collaborative initiatives may have **strengthened community ties** and fostered a sense of belonging among stakeholders, leading to unanticipated social benefits. Overall, it seems as though the action plan was an energy booster for the whole HUA, as it provided means and positive energy to strengthen the social ties in the area.

Overall, these strengthened social ties in the HUA are built into the governance model. As mentioned the participation of cultural hubs and cultural businesses and individual artists has increased, and expectantly will continue to do so.

Business owners

The participation in HUB-IN and the concrete output that was realised in the actions have convinced business owners to participate in and **financially contribute** to the BKC.

Synergies with partner programmes inside / outside the HUA

Development Vision for the Werkspoorkwartier

Based on the vision of the municipality, the BKC has formulated their mission for the HUA as following: transform Werkspoorkwartier into a **green working landscape** with a mix of functions and the addition of 500 jobs in the period 2023-2033.

Other areas in Utrecht

Other areas in Utrecht are interested in the governance structure of the HUB in the HUA, and the way the municipality and stakeholders in the HUA have managed to make a difference in the HUA, by adding work spaces for the creative industries, greenify the area and making the area more interesting for the citizens of Utrecht. So the municipality is working towards **repeating such actions in other parts of Utrecht** such as Nieuw Overvecht.

EFRO: in addition, cultural hubs in the HUA of the Werkspoorkwartier are looking into EFRO funding to continue actions of realising more creative working spaces in the HUA of the Werkspoorkwartier.

Knowledge (and transferability)

Potential to replicate in the HUA or other cities

Action 1: Turning the Business Association into a Hub

The development of the BKC business association into a Hub for the HUA has been a success in terms of finance, as the BKC managed to secure funding for the next couple of years.

Here **HUB-IN truly has been a flywheel** that accelerated the development of the Hub. Of course, it depends on the future impact that the BKC manages to realise, but for now there is funding to replicate this action, and realise in this way a better

environment for creative entrepreneurs and additional work spaces in the HUA of the Werkspoorkwartier.

Action 2: Initiate an Art Programme in the HUA

Action 3: Boost Innovation and Creativity via Talent Development Programs

The open call and the talent development programmes show [a lot of potential to replicate](#). A lot of stakeholders have shown interest to repeat the actions in following years. The impact in terms of audience members reached and artists involved [surpassed our expectations](#) - indicating a high need for initiatives like this regarding professionalisation, skill development, acceleration of creative careers and the artistic products such trajectories result in. The question here is one of finance. Where to find the budget to repeat these actions? Due to budget shifts within the Utrecht HUB-IN budget, the city has sufficient funding to [repeat the actions in 2024](#), but after this year this remains an open question.

Action 4: Develop Blueprints for Widely Applicable Governance Structures for Hubs in the HUA and Utrecht in General

The lessons learned from Action 4 on governance will continue to be implemented in the city of Utrecht. As said, the [lessons have also been shared](#) with the general HUB-IN project via Utrecht's HUB-IN: developing a governance structure - Hub-In (hubin-project.eu) and in a city alliance meeting on 16th April 2024.

Furthermore, in the process of developing new policies on cultural housing in Utrecht, the municipality will continue its knowledge development on the good governance of cultural Hubs in its city. So rather than these being forms of replication, these rather are forms of [continuation of this conversation](#).

Recommendations to other cities

Engage municipal departments early

Considering the resistance we have encountered within the municipality to do interventions in the public space as part of the open call, we would recommend engaging other departments within the municipality (traffic, permits), much earlier in the process.

More is less

In addition, it is important to reserve sufficient budget per action (and thus perform less actions), in order to make sure that each action is a success. It is better to do a few things very well, rather than perform a lot of mediocre actions.

Learn from the governance structure

The lessons learned in Action 4 such as shared on the website of HUB-IN might be useful to share with other cities ("*Utrecht's HUB-IN: developing a governance structure - HUB-IN*" (hubin-project.eu)).

Engage early to align on expectations

Strong stakeholder engagement early in the process, also in regard to setting clear expectations and boundaries.

Plan clearly to avoid delays

Alignment of resources, activities and deliverables in a clear planning to make sure enough time is left for execution of actions and monitoring of outcomes.

3.2. COMMERCIAL SUSTAINABILITY

The Hub has leveraged its networks and evidence-building to unlock approx. €642,000 of funding towards its future Actions in the HUA.

- €164,000 annual contribution from the Entrepreneurs Fund Utrecht over the next 3 years
- €50,000 from the HUA's owners' collective over the next 3 years

Within the ecosystem, the approx. 400 entrepreneurs supported with training generated gross revenues of approximately €34,000 from products and services created in the first 6 months (including VAT, see details in section above for Action 2 "Boost Innovation and Creativity via Talent Development Programs"). A further €7,000 funding was attracted with the Action's support identified as a contributor. Future tracking of the artists can determine if revenues grew from products and services launched after 6 months, and at what scale.

*"The initial investment in the Hub has caused a flywheel effect, where financial investments lead to quarterly meetings, a better website etc. which made the Hub more credible, which in its turn made it **more interesting for other stakeholders to invest** in the Hub."*

*"Thanks to the contributions from the HUB-IN project, it was possible to involve an important group of owners and conclude with them that the creative makers in the area are important and must be retained. Both within this group and within the BKC board, this has now become a **formal joint goal.**"*

**Policy team
Municipality**

3.3. CONTINUAL IMPROVEMENT

New Opportunities And Barriers in the HUA

In each quarterly review the Hub team assesses new and ongoing developments in the HUA that could influence the Hub's future, whether opportunities and barriers. The assessment is based on the "Ecosystem Elements" that comprise a HUB-IN city (full list of elements can be found [here](#) from page 11).

HUB-IN Ecosystem Element (main)	The new development	Opportunity or barrier	Next Step
<i>Physical (and Digital) Infrastructure</i>	<p>The municipality of Utrecht has finalised plans to rebuild one of the buildings with working spaces for independent artists.</p> <p>In addition, a pop venue will move to the area in 2024. In addition, a new night club has found a place in the HUA. Moreover, one of the Hubs has started their negotiation about the renewal of their contract with positive first signals, which might lengthen the duration of their presence in the historic urban area.</p>	Opportunity	<p>Next steps could be: research plans for rebuilding and relocation in Utrecht's historic area. Collaborate with stakeholders, utilise available space for artists, engage the community, and plan for long-term sustainability. Develop a focused marketing strategy to promote cultural activities and attract visitors.</p>
<i>Finance</i>	<p>As part of action 1, the BKC realised sustainable funding from business owners and the Entrepreneurs Utrecht Fund. This a huge step towards a sustainable business more for the HUB in the HUA that can continue to work on the HUB-IN goals.</p>	Opportunity	<p>Continue to be in talks with the Hub to ensure that the goals and actions of the Hub align with the vision of the municipality for the HUA</p>

HUB-IN Ecosystem Element (main)	The new development	Opportunity or barrier	Next Step
<i>Marketplace / Demand</i>	The increased attractiveness and the additional creative workspaces in the HUA, have turned the HUA into a prospering working area. This has consequences for the rents and prices of real estate. This has the risk of gentrification as low rent spaces will be replaced by high end work spaces. With the increased attractiveness, the pressures to realise housing grow suddenly. This comes on top of increasing energy prices and general inflation, that all together has an effect	Barrier	To address the barrier, we should consider implementing measures to mitigate gentrification risks in the HUA. This may be looking for ways to stabilise rent, and seeking alternative funding sources to offset rising costs. Additionally, explore energy-efficient solutions to manage increasing energy prices effectively.

Table 7: new opportunities and barriers in the HUA

Summary Learnings and Next Steps

In each quarterly review the Hub team digests the main points of their review, distils the overall learnings and decides on the priority next steps to be taken.

Category of Learning	Problem / Success	Impact	Next Step
Long-term Financing and Professionalization	Initial steps taken but further resources needed for sustained development of the HUB.	Risk of momentum loss with personnel changes, lack of funding and shifting priorities.	<ul style="list-style-type: none"> ● Seek long-term, broadly supported financing. ● Professionalise operations and core tasks.
Enhanced Networking and Collaboration	Despite challenges, talent development programs fostered unexpected positive outcomes.	Increased networking and collaboration among stakeholders.	<ul style="list-style-type: none"> ● Foster continued networking and collaboration opportunities. ● Look for funding to realise such opportunities
Limited understanding or consideration of effective governance models	First steps taken in HUB-IN on governance models of cultural hubs, but more to be learned.	Governance structures may not fully support or align with area development goals.	<ul style="list-style-type: none"> ● Conduct research on effective governance models for urban revitalization. ● Engage stakeholders in discussions to assess and select suitable governance structures. ● Implement governance models that promote transparency, accountability, and stakeholder participation in decision-making processes.

Category of Learning	Problem / Success	Impact	Next Step
Balancing attractiveness for creative industries and gentrification risks	Need to enhance attractiveness for creative industries and adding working spaces without exacerbating gentrification	Balancing act required to stimulate creative growth while preserving affordability and diversity.	<ul style="list-style-type: none"> ● Implement incentives to prioritise affordable working spaces for artists and creative professionals. ● Implement measures to protect existing residents and businesses from displacement, such as rent stabilisation policies or affordable housing initiatives. ● Collaborate with stakeholders to monitor and address gentrification pressures as they arise.

Table 8: summary learnings and next steps in the HUA

3.4. FUTURE MONITORING / BENEFITS REALISATION

The HUB-IN programme ends in early 2025, and with it the formal requirements for monitoring.

The programme's monitoring reports are based on data available at a suitable "snapshot in time" a short period prior to its conclusion, to enable evaluation. Though the programme will no longer have any formal impact assessment after it completes, this does not prevent evaluation continuing in the HUAs.

Monitoring plans are still replicable by the cities in future years should they wish, or at regular intervals, in order to evaluate changes since the first "pre-" baseline or to compare with the first version of any replicated Actions. This continuation of monitoring depends on each city's appetite, as well as relevance of the monitoring plans after considering how the Actions have evolved, and whether any tweaks or replacements are needed to accommodate emerging needs of investors, decision-makers and beneficiaries.

Cities may therefore want to stay adaptive and refine their monitoring needs as Actions evolve.

For example, in the city's D5.2 Adapted Monitoring Methodology, there are baselines and / or plans for assessments that were not relevant in the final report - this could be for example because objectives evolved, or programme timelines are too short to detect changes, or practical constraints, or other reasons. This could bring in any unused parts of the original monitoring plans.

Alternatively, the future interventions in the HUA may require new forms or focus in monitoring, and city teams will best be placed to refine this as they go. Existing databases (baselines) and partners can be valuable for robust and cost-effective monitoring. Key principles in impact assessment include relevance and proportionality, so as HUA Actions and strategies evolve then so too might the approach for monitoring, in order to provide practical and meaningful insights to "prove and improve" the Hub's impact over time.

4. APPENDIX

4.1. ADJUSTMENT FACTORS

As described above in Section 2.3 “Action 3: Boost Innovation & Creativity via Talent Development Programs” (and D5.1 “Common Impact Assessment Framework”), benefits models for economic impacts often need to consider often need to apply adjustment factors to the gross impacts in order to account for effects such as leakage, substitution, displacement and deadweight, as described in that section.

Arriving at the appropriate adjustment values to transfer from previous interventions can be a challenging area as many factors are at play that vary, depending on the intervention type, objectives, local environment, wider economic context and so on. Further, any data collection on these values needs to be accessible enough for any beneficiaries consulted or survey participants to have the confidence to respond.

Different studies attempt to review and compare adjustment values applied by different interventions, and often there is a range involved. For the HUB-IN Accelerators, the monitoring and evaluation methodology draws on the London & Partners model which has been used for years to determine the economic growth of business support programmes in the city, and which has topped benchmarking lists of available methodologies. The same methodology is used for all pilot cities in order to stay consistent - for example entrepreneur pre- and post- surveys will use the same question phrasing on the adjustment factors and offer the same response options. Additional inputs are also drawn from wider research where it’s pragmatic to consider a range of input values, for example for sensitivity testing longer persistence values. These sources are referenced in the body text of the economic model section above. Research for different national versions for each pilot city did not reveal readily available alternative transferable values, however if Hub teams have appetite then this is something they may in future wish to research, in order to apply local values that are more transferable to their unique city conditions.

Some examples of how the adjustment factors may be assessed via surveys to the participants is included below. This is a very high level surface indication only, in order to provide context for the values described in the Accelerator’s economic model - practitioners involved in active modelling will need to apply their own deeper understanding on the mechanics of their models. Further details are available in the referenced methodology and per D5.1 “Common Impact Assessment Framework”.^{13 14}

Displacement, Leakage, Substitution

Example displacement question in the pilot cities’ surveys, based on phrasing sourced from methodology reviews: “If your organisation ceased operations, what proportion of your turnover would be taken up by competitors?”

Response options	Displacement (approx)	Displacement (applied in the model)
None at all	0%	0%
Not very much	1-25%	12.5%,
Some	26-50%	37.5%,
Most	51-75%	62.5%,
Almost all	76-99%	85.5%,
All of it	100%	100%

¹³ https://files.londonandpartners.com/l-and-p/assets/evaluation_methodology_2021.pdf

¹⁴ <https://hubin-project.eu/library>

Deadweight

Example deadweight question in the pilot cities' surveys, based on phrasing sourced from methodology reviews: "What do you think would have happened had you not received support from the [local name of the programme]?"

Response option	Deadweight (applied in the model)
We would have obtained the same support in the same timeframe with a different provider	100%
We would have obtained the support with a different provider, but at a later time	80%
We would have obtained the support with a different provider, but they would have been of a lower quality	50%
We would not have obtained the support with a different provider	0%

Next steps

This appendix is necessarily brief and is here to indicate additional context. Hub teams would be able to explore such economic models further with colleagues in their economics departments, in order to annually refresh the data gathered from Accelerator participants - in this way model inputs can be refined over time. Larger sample sizes increase confidence in the data so (similarly to the original monitoring methodology) it is recommended that Hubs consider ways to encourage and even enforce this - for example making it a contractual condition that Accelerator beneficiaries must return their pre- and post- data in order to receive funding. As stated above, if Hub teams have appetite they may in future wish to conduct research for local intervention values that are more transferable to their unique city conditions and the format of their Action's data collection.



Funded by the Horizon 2020 Framework
Programme of the European Union