HUB-IN

The Ingredients of a HUB-IN Place

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HUB-IN Framework: The Ingredients of a HUB-IN Place

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Contents

This document focuses on the Ingredients of a HUB-IN Place. It is one of three *Long Reads* related to elements of the HUB-IN Framework. You can also find:

- HUB-IN Framework Long Read – HUB-IN Alignment with European and International Policy
- HUB-IN Framework Long Read – HUB-IN Clusters of Innovation

For information on the framework as a whole, please read the **HUB-IN Framework Overview.**

To access these papers, visit the HUB-IN project website or get in touch with the authors of this document.

HUB-IN Vision

Welcome to your HUB-IN Place, a Historic Urban Area in your city or town full of exciting opportunities for everyone. Right now it might not be reaching its full potential, but soon it will be a revitalised, vibrant destination, home to a range of innovative and creative entrepreneurs and businesses.

This place is both local and global, grounded by its sense of place, community and cultural heritage, enhanced by being part of a network of hubs all with the same mission: To promote the urban transformation and heritage-led regeneration of Historic Urban Areas through innovation and entrepreneurship, while preserving their unique cultural, social and environmental identities and values.

We have developed the HUB-IN Place vision as part of the HUB-IN European (Horizon 2020) project, a four year collaborative pilot project aiming to develop a network of Hubs of Innovation and Entrepreneurship in Historic Urban Areas (HUAs).

Collaborating across eight cities, expert organisations, universities, city networks and regional agencies to design and test the HUB-IN Place concept, we will develop the tools and methods to support sustainable implementation, before upscaling the network through Follower Cities and the HUB-IN Alliance; a wider network of historic urban areas with a common interest in sharing views and experiences in delivering sustainable hubs of innovation and entrepreneurship.

Covering a diversity of geographic locations, socio-economic characteristics and local ecosystems, the project pilot locations are:

- Belfast, UK
- Brasov, Romania
- Genova, Italy
- Grand Angoulême, France
- Lisbon, Portugal
- Nicosia, Cyprus
- Slovenska Bistrica, Slovenia
- Utrecht, The Netherlands

We will facilitate intracity and intercity collaboration, between local stakeholders (across academia, industry, government, and civil society) and across the network of hubs, with a common aim of co-creating HUB-IN Places through creative, inclusive and circular means.

The opportunity to network, learn from and work with other cities and stakeholders in the project increases the capacity of teams and intensifies the transfer of knowledge, strengthening both the HUB-IN network and the results more locally.

Adopting a human-connected approach, we envisage long-term impacts such as the revitalisation of historic heritage, the creation of new sustainable opportunities for local traditional businesses, and the development of new creative skills and jobs through the cross-sector collaborations in three clusters of innovation activities:

1. Cultural & Creative Industries

2. New Lifestyles

3. Resilient & Human-Connected Places

With this mission in mind, we hope to answer the following question:

"To what extent can networks of hubs in Historic Urban Areas incubate and unlock innovative and entrepreneurial actions that contribute to the sustainable transformation and urban regeneration of the Historic Urban Area and its cultural heritage?"

In order to answer the question above, we have developed the HUB-IN Framework to help align and guide cities and project partners towards our vision for HUB-IN Places.

Glossary of terms

The glossary of terms below aims to achieve alignment and clarity between partners, cities and other readers around the terms we use within this Framework document and throughout our thinking and doing as part of the HUB-IN project. Each term has been defined in relation to the particular context of HUB-IN, and in line with recognised resources. This glossary of terms is a living resource and will be added to as the project progresses.

Co-creation[1]

A collaborative innovation approach actively involving stakeholders (and experts) in the design process towards HUB-IN Places. From discovery to implementation (and beyond), stakeholders are informed, consulted, involved and empowered, with their insights and efforts strengthening the outputs and impact, increasing the sense of agency and pride. This results in social, economic and environmental outcomes that are essential and (in combination with greater value creation) are more likely to remain sustainable.

Cultural Heritage

HUB-IN considers the term Cultural Heritage in the broad sense, covering tangible and intangible values, exploring its ecological, economic, and social dimensions. Following work by UNESCO, the concept has been evolving during the last few decades, including not only tangible cultural and natural heritage but also intangible heritage. The tangible heritage includes elements, such as monuments, archaeological sites, paintings, sculptures, cultural landscapes[2]. The intangible cultural heritage includes local know how and cultural identities, such as oral traditions, performing arts, social practices, rituals, festive events, knowledge and practices concerning nature and the universe or the knowledge and skills to produce traditional crafts[3].)

Entrepreneurship

The process by which opportunities to create future goods, services and systems are discovered, evaluated, and exploited. It involves managing risk and judgment to implement innovative ideas from wherever they originate.

Entrepreneurial Ecosystems

A set of interdependent actors and factors coordinated in such a way that they enable urban innovation and productive (value-enhancing) entrepreneurship.

Heritage-led regeneration

Regeneration with the focus on the value of heritage as a powerful catalyst for transformational change – building on the 'spirit of the place', meeting the needs of residents whilst attracting investment, jobs and improving quality of life.[4]

Historic Urban Areas (HUAs)

Defined urban areas that are result of the historic layering of cultural and natural values and attributes, extending beyond the notion of "historic centre" or "ensemble" to include the broader urban context and its geographical setting[5]. Historic Urban Areas do not exist in a vacuum and relate to both the tangible and intangible factors that shape the area's character and identity. Within HUB-IN we consider three subcategories of HUA:

1. Historic areas which are, in whole or in part, town or city centres.

2. Historic areas which are outside of the town or city centre. These will typically be part of medium and larger towns and cities.

3. Historic areas that focus on the wider urban values that define the identity and character of the town, city, or place.

HUB-IN Clusters of Innovation

Economic, social and ecological hotspots of innovation at the neighbourhood scale for the heritage and cultural led regeneration of HUAs. The HUB-IN cluster approach considers three interconnected clusters:

•   Culture and Creative Industries (CCI) – Cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development.

•   New lifestyle (NLS) – Innovative sustainable living patterns, inclusivity, and diversity are the main ingredients to improve wellbeing.

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

HUB-IN Places

A physical or virtual hub of innovation, where cultural wealth and heritage provide a unique competitive advantage – a key resource for enhancing the sustainable regeneration of historic urban areas. HUB-IN Places are distinguished by their local action and their global interconnection. They are local hotspots of creativity, community empowerment and entrepreneurship, bringing together local stakeholders, academia, industry, and local governments. HUB-IN Places are hubs of innovation recognised by their project integrated portfolio approach that blends three HUB-IN clusters of innovation. They are places to co-design, test and develop new solutions, ideas, and creative businesses in a real urban environment. HUB-IN Places are also globally interconnected in a network that favours sharing knowledge, open innovation processes and the development of innovative circular models.

Human Connected Design

An integrated approach that shapes our relationship with people, technology and the planet. Whilst Human *Centred* Design puts people and their needs at the centre of the design process, Human Connected Design moves people from the centre and into networks that acknowledge our interdependence with wider humanity and the planet[6]. This shifts our perspective of how we see and understand ourselves: rather than at the centre, we are part of an ecosystem and ecology. This approach is used across HUB-IN and is particularly interconnected with the Resilient & Human Connected Places cluster of innovation.

Inclusive & regenerative growth

Socio-economic growth that is distributed fairly across society, creates opportunities for all and benefits the environment, creates liveable environmental conditions. Inclusive[7] & regenerative growth[8] looks at and measures economic performance through the lens of the people's/ stakeholders' priorities and environmental challenges/ balance. (How resilient is your HUB-IN Place and its people. What does post-COVID recovery look like?)

Innovation

Implementation of novel, creative ideas in order to tackle real challenges in a purposeful way. In order to create change, we need to understand interconnections and reality (intelligence), as well as empower people (talent), enable action (technology), developing interventions that shape reality (solutions)[9].

Open innovation

A concept coined by Chesbrough in 2003. "Open Innovation means that valuable ideas can come from inside or outside the company and can go to market from inside or outside the company as well"[10].

For the urban regeneration and sustainability of HUB-IN Places, open innovation processes are much more granulated and requires the development of co-creative partnerships between different groups of actors from industry, academia, citizens and local governments.

Purposeful placemaking

The value and importance of community-oriented spaces, embedded strongly in the local ecosystem with stakeholders, is key for the health and vitality of a place with purpose. Purposeful placemaking[11] has a social, cultural, economic and environmental impact on the development of individuals and neighbourhoods and can serve to spark inclusive/good growth.

Regenerative

A natural process of replacing or restoring damaged or missing parts, connections and (urban, cultural, socio-economic) fabric. Understanding places (cities and towns) as living organisms. (All living organisms have some ability to regenerate as part of natural processes to maintain it's parts, fabric and connectedness). To regenerate is to 'rethink', 'restore', 'replenish'[12].

Resilience

Putting people and local challenges at the heart of the recovery and taking a focused approach to economic and social and environmental wellbeing to build strength and elasticity – competence, confidence, connection, character, contribution – to handle future crises and deliver a fair recovery (from COVID-19 and beyond).

Systems thinking & doing

The guidelines for thinking about networks of interactions and enabling them. Going beyond 'quick fixes' and tracing the often hard-to-understand causes and effects, thinking about consequences and enabling actions. One thing to note about systems is that what matters most is often invisible[13] (this includes: their small-scale subsystems and components, the linkages and interactions between them, the large-scale context on which systems depend, the interdependencies/linkages between systems and that wider context, the rapid, and small, changes that take place inside them, the large, and slow, changes that will in due course transform them beyond recognition).

Introduction to the HUB-IN Framework

The HUB-IN Framework aims to unite project partners (including city teams, city networks, universities, experts and regional agencies) with a clear and integrated vision, through shared values and goals, agreed concepts and synchronised actions towards 'HUB-IN Places' – Hubs of Innovation and Entrepreneurship in Historic Urban Areas.

Led by Future Cities Catapult, this framework has been co-created with Heritage Europe, Lisboa E-Nova and Utrecht University, along with contributions from other HUB-IN partners. Together, we have designed the first version of this Framework (November 2021) to be used as a source of guidance and alignment for all HUB-IN pilot cities, follower cities and project partners, who should use this document both as a point of reference and as a tool to help communicate HUB-IN to their stakeholders.

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The framework is split into the following five sections:

HUB-IN Alignment with European and International Policy

(See The Long Read or Overview document)

The international and European policies and standards we integrate with and contribute to.

HUB-IN Principles

(See Overview document)

The aligned values across all HUB-IN Places and partners that guide our efforts, goals and ways of working.

HUB-IN Clusters of Innovation

(See The Long Read or Overview document)

The economic, social and ecological hotspots. Each HUB-IN Place focuses their innovation activities in areas where the three clusters meet and interact, for the heritage and cultural-led regeneration of HUAs.

The Ingredients of a HUB-IN Place

The key factors and considerations that are required to enable innovative and entrepreneurial behaviour to emerge and flourish in Historic Urban Areas (HUAs).

Activities towards a HUB-IN Place

(See Overview document)

The ways in which the HUB-IN Framework strategies, inputs and principles are being put into practice locally.
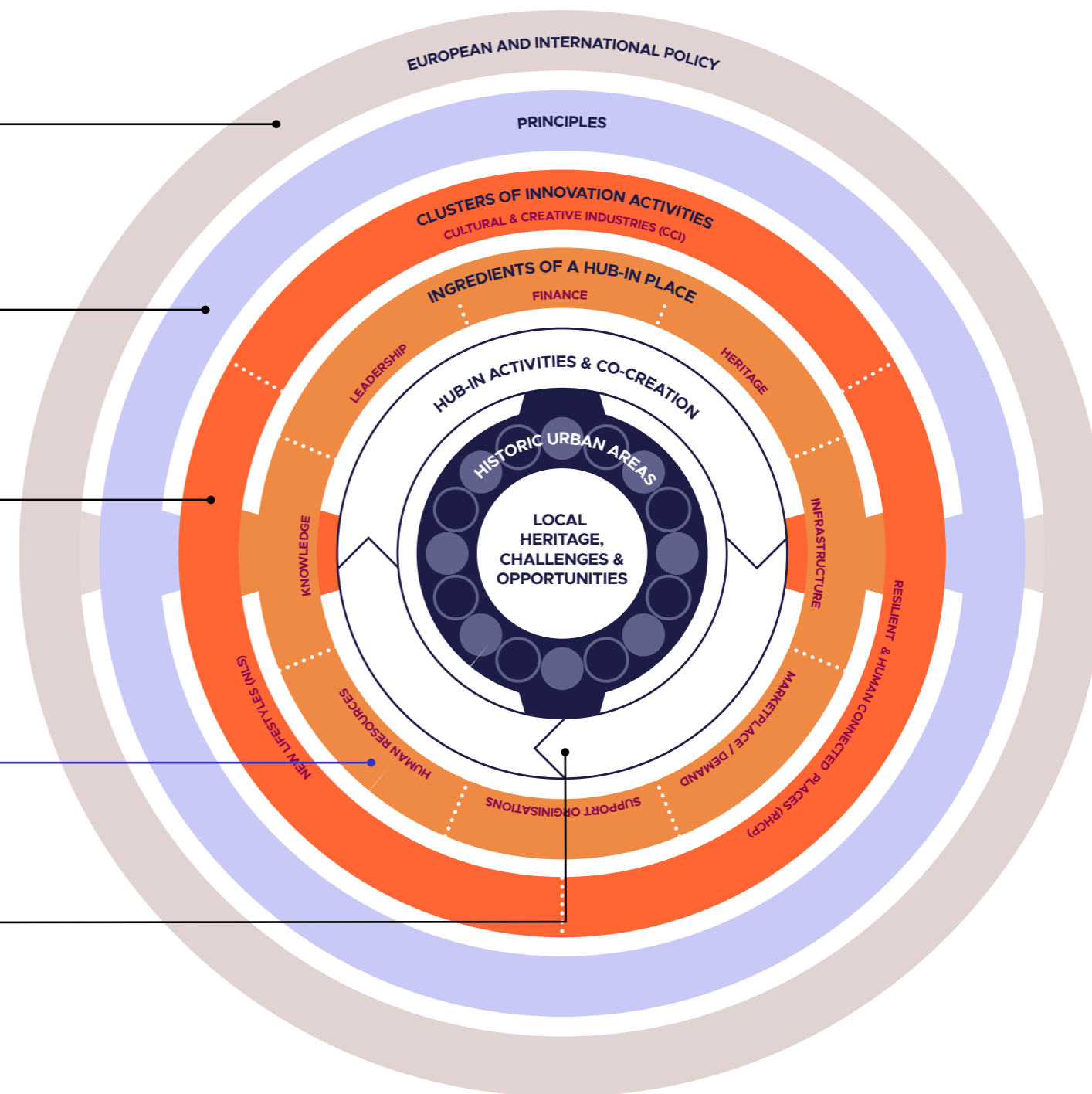
The HUB-IN Framework: HUB-IN Places are informed by their local heritage, challenges and opportunities at the core. The HUB-IN Framework aims to unite project partners (including city teams, city networks, universities, experts and regional agencies), through a clear and integrated vision, shared values and goals, agreed concepts and synchronised actions.

Introduction to The Ingredients of a HUB-IN Place

To understand how HUB-IN Place might achieve regenerative growth – in ways that are culturally, economically, socially and environmentally sustainable, we need to uncover the 'ingredients' that are required to allow innovative and entrepreneurial behaviour to emerge and flourish in this specific urban context – in Historic Urban Areas by building on their unique history and heritage.

This reference paper provides the background research and a detailed evaluation of the key ingredients identified illustrated with a case study, and indicates that the combination and interaction with each ingredient to achieve transformation change / inclusive and regenerative growth.

This paper is intended as a starting point of this model and will be refined from learnings throughout the HUB-IN project to better reflect the realities of HUAs throughout Europe.
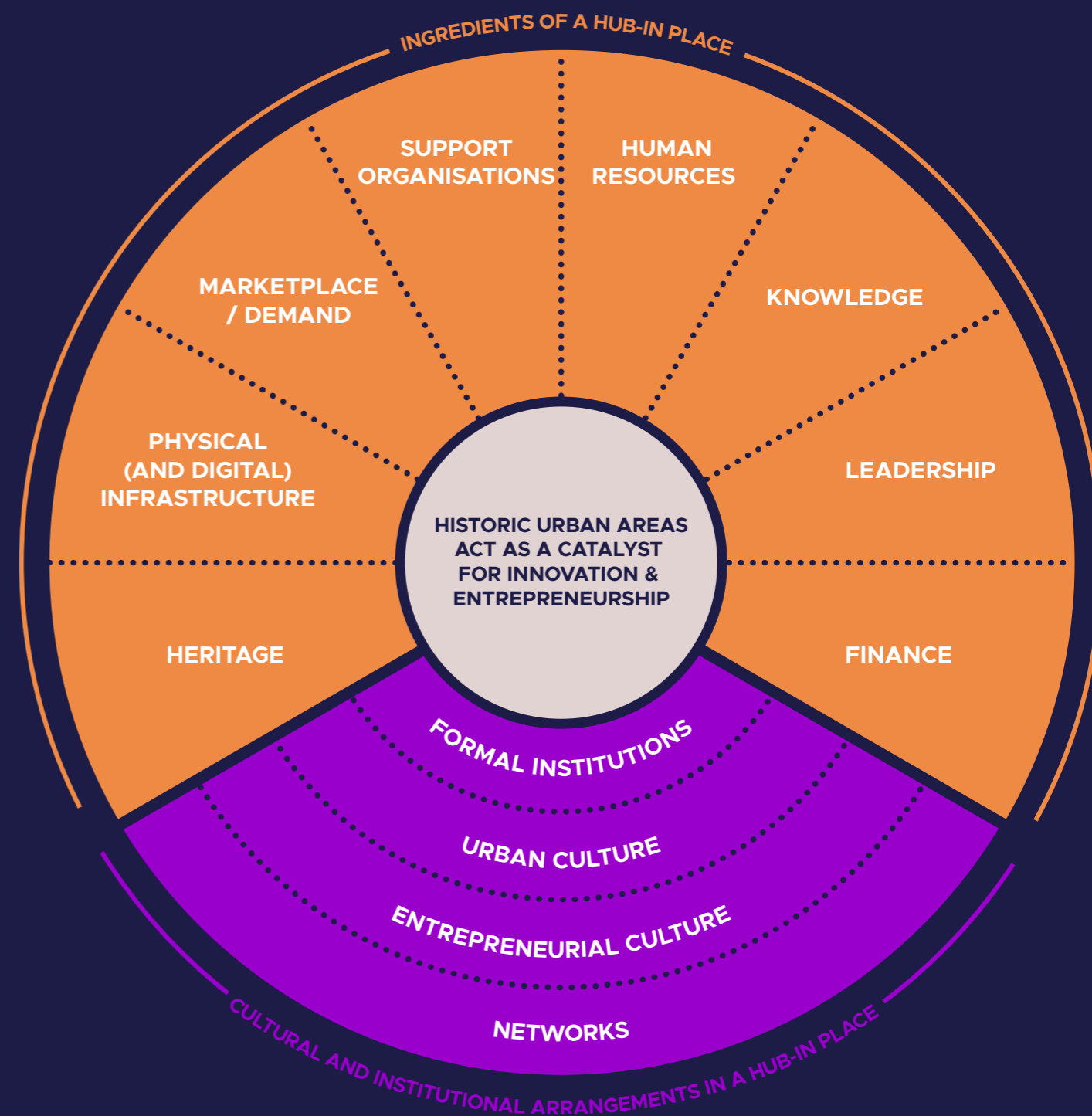
This diagram visualises the eight ingredients and four institutional/cultural arrangements that, combined, can foster cultural heritage-led regeneration, encourage regenerative development and support innovative and entrepreneurial behaviour.

What a HUB-IN Place is

HUB-IN Places provide fertile ground for innovative and entrepreneurial behaviour. They are able to foster and sustain innovative and entrepreneurial processes in Historic Urban Areas, to regenerate these areas sustainably while building on their unique history and heritage. This leads to historic areas that are dynamic and vital, embodying a spirited culture, a vibrant and inclusive social life, and a flourishing local economy while being environmentally sustainable.

HUB-IN Places have a vision for the future that creates bridges between the needs of local citizens, local businesses, visitors and the environment, and they operate with a clear focus, for example, on creating a circular economy, or on supporting creative industries. There is space for bottom-up initiatives to develop, evolve and inspire others, and room to experiment with, and embed, novel co-creation, co-financing and co-governance structures.

HUB-IN Places are thus able to utilise historic elements to create a brighter future. To understand how they achieve this, we need to uncover the components that are required to let innovative and entrepreneurial behaviour emerge and flourish in this specific urban context. In HUB-IN, this is done by drawing on insights from the academic fields of urban innovation[14] and entrepreneurial ecosystems[15]. Based on this literature, a Historic Urban Area can be viewed as a melting pot of (potential) resources, made up of (among others) people, organisations and infrastructures. In the remainder of this chapter, the components that we consider of importance for HUB-IN Places are discussed.

During the HUB-IN project, these ingredients, arrangements, and their configurations, will be analysed more closely and a description of the components of a HUB-IN ecosystem, one that is tailored to innovation and entrepreneurship for sustainable heritage-led urban regeneration, will form one of the future outputs of the project.

Hence, the ingredients and arrangements described below should be considered a starting point of this journey. Throughout the text we use examples of innovative and/or entrepreneurial behaviour already taking place throughout Europe to illustrate the ingredients and arrangements described. The cities and initiatives mentioned in these examples are not directly related to HUB-IN, but provide us with valuable insights into how our framework can work in practice.

Further reading

- Neighbourhood Doughnut by Doughnut Economic Action Lab and Civic Square

- Cities as Enablers of Innovation by Politecnico Milano

- Sustainable Product-Service Systems by Fabrizio Ceschin
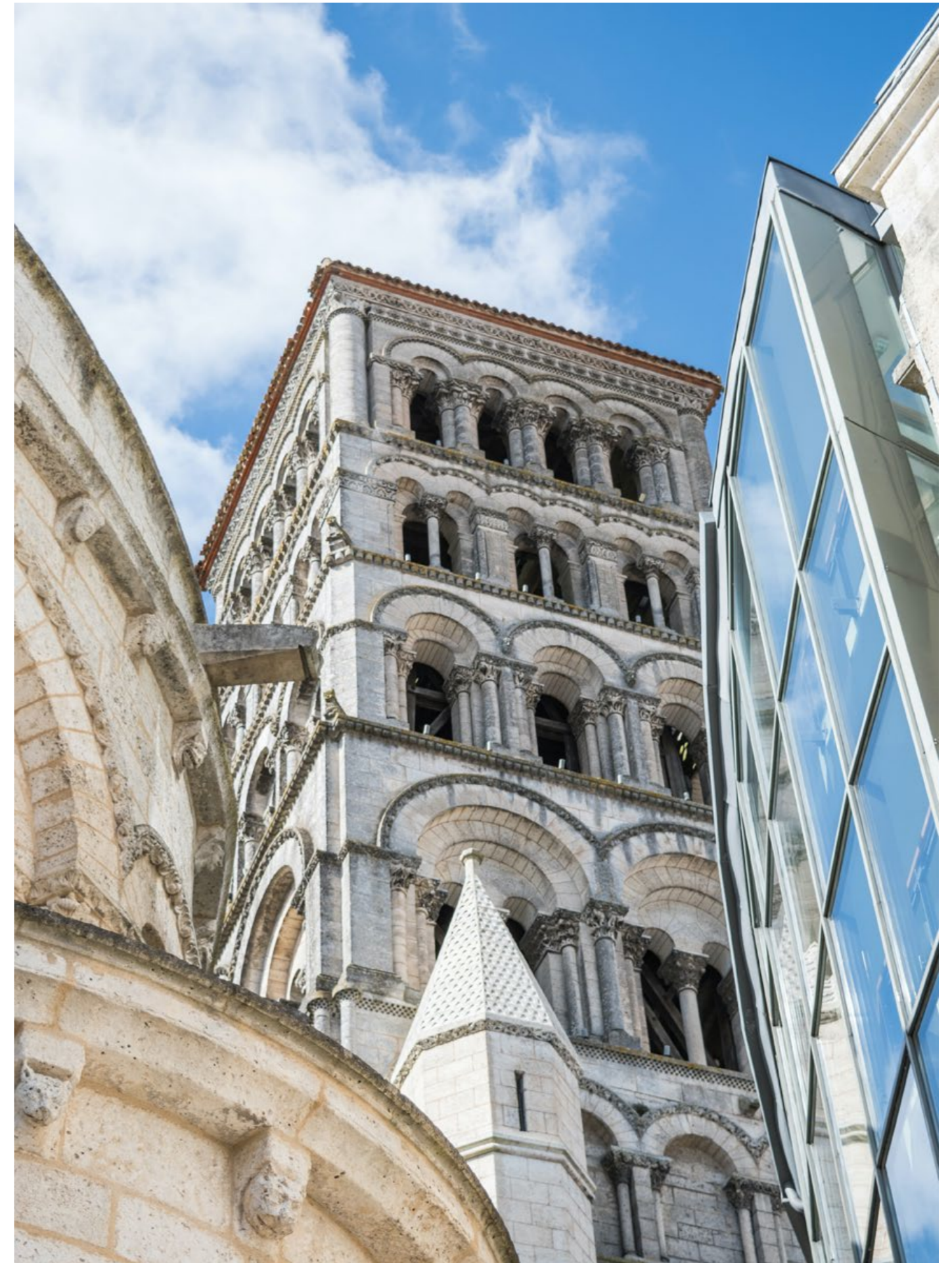
- Entrepreneurial ecosystem elements by Erik Stam

Photo of Angoulême urbanscape by Jaël Vallée on Unsplash

Eight ingredients of a HUB-IN Place

Heritage

Both tangible and intangible heritage provide unique resources that are rooted in a specific Historic Urban Area. The HUB-IN approach is, as shown earlier, directly linked to the concept of Historic Urban Landscapes[16] to build an understanding of what makes each place unique in terms of its social, economic and cultural characteristics and its heritage and natural values. Heritage represents those tangible and intangible elements inherited from the past which reflect and express constantly evolving values, beliefs and traditions.

For a HUB-IN city, preserving, developing and (re-) valorising heritage is a key priority, and therefore, heritage is an important ingredient in the innovative and entrepreneurial activities taking shape within the Historic Urban Areas of HUB-IN Places and can act as a catalyst for urban regeneration. This shows for example in activities where (cooperative) re-use of historic buildings is stimulated, or where traditional crafts, for instance tapestry, acts as a base for new entrepreneurial initiatives.

Case study: Patios de la Axerquía, Córdoba, Spain

In the historic city centre of Córdoba, a combination of gentrification and unoccupied courtyard houses motivated a group of citizens to design a structure for the **acquisition and cooperative use of these historic buildings.** Traditionally, the patio houses were inhabited by a constellation of families and individuals, creating small communities. This tradition is respected and modernised by setting up individual cooperatives for each patio-house, resulting in modern co-living arrangements in a historic setting.

Physical (and digital) infrastructure

The physical infrastructure of a Historic Urban Area refers to the availability of structures and facilities (e.g. buildings, energy systems, modes of transportation). The availability of physical infrastructure influences the physical proximity of different stakeholders, and the ease with which others can be met.

In a HUB-IN city, the physical infrastructure can provide unique resources, like heritage buildings, unique streetscapes, or an unrivalled ambience. At the same time, the physical infrastructure can be the object of innovative and entrepreneurial efforts, for example by implementing energy-efficient solutions in historical structures or through the adaptive re-use of physical heritage.

Nowadays, next to physical infrastructure, digital infrastructures also gain importance in supporting connectivity and cooperation, and provide opportunities to (re-)produce and capture heritage, and make it accessible to new audiences. This can for example take shape through digital solutions, like websites or mobile applications, that provide information on, and help navigate, Historic Urban Areas.

Case study: Sugar House Island, London, UK

This water-bound neighbourhood in East-London still bears reminders of its thriving industrial past. In the redevelopment of the area, the historic street plan and old courtyards are respected and maintained, contributing to the preservation of the historic industrial character and strengthening the unique ambience of the neighbourhood.

Marketplace / demand

To increase the chance of success of innovative and entrepreneurial initiatives, they need to address a clear need, or a receptive market place in which the target population has the means to benefit from the products/ services offered. An awareness of new needs and/ or market opportunities can spark innovative and entrepreneurial behaviour.

HUB-IN Places find novel ways to utilise their heritage to fulfil emerging needs and market opportunities, either related to local citizens, local businesses, visitors to the area, or the environment, or combinations of all four. Throughout this process, HUB-IN Places are sensitive to the unique character of their Historic Urban Area, and are mindful of competing demands on their urban space and a diversity of purchasing powers within their citizen base, helping to shape markets in inclusive ways that do right to different target groups in their population.

Case study: Sargfabrik, Vienna, Austria

Many Historic Urban Areas grapple with challenges related to providing affordable housing to their citizens. In 1996, the renovated Sargfabrik, a former factory complex in Vienna, opened its doors as an innovative co-living accommodation. Soon, the waiting list for new residents grew so long that in 2000, the initiators of the Sargfabrik decided to acquire a nearby building to extend their concept, known as Miss Sargfabrik, thus showing how historic buildings aid to address crucial demands in historic urban areas.

Support organisations

A wide range of support organisations, including but not limited to research institutes, incubators and intermediaries, can provide input for innovative and entrepreneurial processes. From an entrepreneurial perspective, incubators are important to facilitate new entrepreneurial initiatives and start-up organisations.

At the same time, cultural institutions can act as 'cultural incubators' through which culture and heritage are preserved and/or (re-)produced, and hence can prove to be important support for heritage-driven initiatives. Furthermore, the availability of fablabs and co-creation spaces can foster creativity and invention, thus fuelling innovative and entrepreneurial processes.

HUB-IN Places are able to connect and utilise these different support structures in a way that facilitates connectivity, creativity and co-creation.

Case stidy: Porta Palazzo, Turin, Italy

As part of a wider generation programme of the historic Porta Palazzo neighbourhood in Turin, the municipality focused on creating a strong support network for local industries. It supported the creation of networks of entrepreneurs, and the formation of organisations that provide guidance in business creation. Furthermore, collaboration with the Artisan Restorers School meant a great impulse to the local arts and craft industry, all establishing a solid base for new entrepreneurial and creative initiatives to evolve within a heritage sensitive setting.

Human resources

The experience, skills and talent of the local population, and of those who are attracted to the area from outside the city, are important resources embedded in Historic Urban Areas. The available human resources can range from specialised skills and experience, for example connected to a certain sector, to a broad and diversified pallet of talents.

HUB-IN Places aim to empower the local population by reinforcing the skills, experience and talents of those living in their Historic Urban Areas, building on place-based expertise, craftsmanship and artisanship that have developed over generations. This can, for example, show through educational programmes related to traditional crafts that are offered to the local population, or through funding programmes that stimulate artists or craftsmen to settle in a Historic Urban Area.

Case study:
Kapana Creative District, Plovdiv, Bulgaria
The Kapana district has been home to craftsmen for over five centuries. In an attempt to revive the neighbourhood and reinvigorate local skills, the 'Kapana Creative District' programme was launched in 2019. It aimed to provide a supportive and stimulating environment for the creative industries, in order to stimulate the development of local artists and attract (inter-) national talent to the area.

Knowledge

Historic Urban Areas have capacity to sustain, create and advance knowledge of/on historical realities, culture, and (inform) future realities. New applications of existing knowledge, as well as the development of new knowledge, fosters creativity, innovation and entrepreneurship. Hence, HUB-IN Places invest in the (re-)generation of knowledge that aids fulfilment of emerging needs in novel and sustainable ways.

Knowledge as an openly accessible resource, thus allowing it to be shared and built upon, is an important tool for HUB-IN Places. Here, knowledge is not a static given, but a fluid concept that flows and advances through different relations, associations, networks and life-long learning.

HUB-IN Places draw on local knowledge but also have an openness to absorb new knowledge, for example knowledge that is generated in other cities or regions. Flows of knowledge can be stimulated through active knowledge infrastructures, for example by creating places for experimentation and co-creation, like fablabs or living labs, or by actively stimulating knowledge exchange, for example through participation in (inter-) national research projects or conferences.

Case study: Strijp-S, Eindhoven, The Netherlands
Strijp-S, a creative and innovative mixed-use area built around the legacy of technological innovator Philips, stimulates co-creation and product development in its neighbourhood. It has implemented a Living Lab, which provides space for the development, demonstration and scaling of novel products and services that improve the quality of life for residents, users and visitors of the area in a sustainable way. In the Living Lab different stakeholders work together to stimulate a flow of knowledge from one partner to another.

Finance

The availability of adequate financial resources is important to facilitate innovative and entrepreneurial initiatives and support creative communities. Financial resources can be provided by a range of stakeholders, including, but not limited to, the government, banks, corporate investors, foundations and the local community.

HUB-IN Places dare to experiment with new financial structures, combining traditional public funding streams with other (private) sources of funding. In creating novel financial structures, HUB-IN cities carefully balance potential shifts in the distribution of power and influence, making them contribute to inclusive and sustainable development of their city.

Case study: Largo Residências, Lisbon, Portugal
In order to set up a hostel/hotel and artist-in-residence programme in the deprived Intendente neighbourhood in Lisbon, the cooperative of Largo Residências utilised a loan from their cooperative members, municipal funding and income generated through organisational activities for the renovation of a derelict building. Key in this process was that the construction contractor agreed to defer his payment until after the hostel's opening, in essence providing them with an informal loan.

Leadership

To enable collective action, visionary individuals or collectives are needed to guide and direct this action. Strong leadership can help to create a shared vision, (re-)invigorate a sense of place, and coordinate cooperation. HUB-IN Places have leaders that are visible, committed and accessible. This role can be taken on by a wide range of actors, including but not limited to the local government, entrepreneurs, artists and/or citizens.

In Historic Urban Areas, leadership can become visible through the presence of influential individuals or groups, for example a visionary local politician or a citizens collective formulating a shared vision for their neighbourhood. Leadership can also manifest itself through partnerships that facilitate the cooperation between stakeholders with a shared vision, for example the local authority and a group of entrepreneurs or citizens. In that way, leadership provides important input for the creation of novel governance structures.

Case study:
Convento delle Cappuccinelle, Naples, Italy
A local collective reclaimed this abandoned convent, and former juvenile jail, as part of an abandoned spaces recovery campaign. The municipality of Naples recognised the important social work initiated in the building by the collective, and offered its cooperation. This has resulted in a novel governance structure in which engagement from the local community, support from the local authorities, and a commitment to open democratic principles have led to an initiative that addresses important social and economic needs in the neighbourhood.

Cultural and institutional arrangements in a HUB-IN Place

Each Historic Urban Area will draw on its own unique mix of resources. Moreover, how the available resources are combined and utilised is influenced by the historic urban landscape and the broader urban context in which they are embedded.

The urban culture, the entrepreneurial culture, (formal and informal) networks and the presence and priorities of formal institutions all influence the way in which the available resources are mobilised, combined and employed. On the following pages, each of these four contextual factors is discussed:

Urban culture

Each city has a unique urban culture influencing the lifestyle of its inhabitants. This urban culture includes the sense of place and symbolic meanings that those living in, working in, and visiting Historic Urban Areas attach to these places, as well as a specific ambience in (parts of) the city.

The urban culture of HUB-IN Places is greatly linked to the values and meanings attached to their Historic Urban Area(s). On the one hand, elements of urban culture, like specific values or traditions, provide inspiration for innovative and entrepreneurial initiatives. On the other hand, the urban culture can be strengthened through such initiatives, creating a unique ambience and an attractive setting for the local community, local enterprises, and visitors.

Urban culture can manifest itself through (recurring) cultural activities, like an annual celebration of a traditional craft, but also through the built environment and streetscapes, for example through architectural influences or street art.

Case study: RAW-Gelände, Berlin, Germany
This former railroad workshop in the Friedrichshain-Kreuzberg district in Berlin nowadays hosts a wide range of socio-cultural activities, and promotes a strong urban ambience, with among others night-clubs, bars, an indoor skate park, an urban art gallery and a weekly flea market. With its abundant graffiti walls and richness in street art, the area breathes a unique urban atmosphere which is a key part of the image of the neighbourhood.

Entrepreneurial culture

Another important element of the local culture is the entrepreneurial culture. Among others the opportunities innovative actors have to learn from each other, the general attitude towards risk and risk-sharing, and the chances of spontaneous interactions that spark creative processes play a role in this. In HUB-IN Places, being entrepreneurial is encouraged, and places for experimentation and enactment of ideas are stimulated. This shows for example through a lively scene of activities aimed at connecting and inspiring (potential) entrepreneurs, including incubator and mentoring programmes

**Case study:
Gamlestadens Fabriker, Gothenburg, Sweden**
In the historic district Gamlestaden, the re-use of former industrial spaces has created a modern entrepreneurial district. It is a place where large companies and small start-ups work side by side. It is also home to an incubator hub for entrepreneurs and innovators, creating a setting in which entrepreneurs can find support and inspiration. This incubator is part of a city-wide initiative "The entrepreneurial Gothenburg", aiming to create structures in the city that facilitate entrepreneurship and innovation.

Networks

Networks represent the (social) connectedness of organisations and stakeholder groups. The presence and density of social infrastructures and networks (or lack thereof) plays a role in how easy knowledge, information and ideas can circulate in a community, and in how easily different stakeholders can connect to each other.

HUB-IN Places acknowledge the value of networks, both on a local level as instruments to strengthen connectivity, creativity and co-creation, and on an extra-local level, to access inspiration and fresh knowledge. Providing dedicated physical places where different stakeholders can meet, for example a co-creation space, is an example of how networks in Historic Urban Areas can be stimulated.

Case study: Chiostri San Pietro, Reggio Emilia, Italy
This former Benedictine monastery now hosts an urban 'Open Lab' that functions as a meeting place for citizens, businesses, researchers and the local authority. This physical space allows for new connections and new networks to emerge between different stakeholders, both from within and outside the locality, and opens the door for cultural experimentation and entrepreneurship that contributes to urban regeneration of the wider area.

Formal institutions

Because formal institutions set out rules and regulations, they greatly influence the 'rules of the game' that need to be followed by, among others, entrepreneurs and innovators.

In HUB-IN Places, formal institutions create space for experimentation and innovation, and are open to adapt the existing rules of the game in line with novel, tried and tested, activities. This can for example manifest in local authorities creating space for innovation outside existing policy structures, and in existing policies that are adjusted based on successful pilot programmes.

Furthermore, citizen engagement, and local needs are a focal point of action, and materialise for example through participatory governance or budgeting arrangements.

Case study:
Marineterrein, Amsterdam, The Netherlands
In Amsterdam, the development of a former Navy Yard into an innovative urban neighbourhood is managed by the project organisation 'Bureau MarineTerrein'. The Dutch Central Government, the owner of the site, and the Municipality of Amsterdam, have agreed to give a broad mandate to this organisation in order to allow an organic process of development to take shape, one that is more agile and responsive to emerging needs from local citizens and entrepreneurs then if traditional development policies had been followed.

An innovative and entrepreneurial ecosystem for heritage-led regeneration

The different components described as Ingredients that make a HUB-IN Place do not operate in isolation from each other, but they influence and interact with each other. For example, a strong entrepreneurial culture can have a positive effect on the availability of entrepreneurial skills in the local population, the availability of investment capital and the quality of support organisations. At the same time, strong support organisations might stimulate an entrepreneurial culture. Hence, there is a two-way interaction between the different components and the assumption is that such interactions are essential in creating a self-sustaining ecosystem that fosters innovative and entrepreneurial behaviour.

Furthermore, the interaction of different components can lead to novel solutions and new ways of cooperation between stakeholders. This is for example the case when strong leadership, active networks and accessible formal institutions combine into novel governance structures. In HUB-IN Places, the configuration of individual elements can support openness to explore and implement such novel governance structures, for instance by embracing participatory governance models that provide space for bottom up initiatives or that stimulate co-creation and co-responsibility between stakeholders. HUB-IN Places are looking for ways in which governance can contribute to diversity and inclusivity in heritage-led urban regeneration.

Overall, each HUB-IN Place can draw on different resources and a diverse set of institutional arrangements, making each HUB-IN Place unique. What these places have in common is that they are able to mobilise, combine and employ the above components in a productive aggregate of supportive local conditions for the emergence of innovative and entrepreneurial processes that preserve and build on the unique history and heritage of a place. In this way, HUB-IN Places aim to create a configuration of ingredients that aids innovative and entrepreneurial behaviour that contributes to cultural heritage-led regeneration. The outputs and outcomes created through this behaviour result in place-specific solutions that are sustainable and inclusive, and in an innovative and entrepreneurial ecosystem that is able to sustain and reinvent itself over time in accordance with local needs, opportunities and threats at different spatial scales.

Endnotes

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Related documents

For information on the framework as a whole, please read the **HUB-IN Framework Overview.**

This document focuses on The Ingredients of a HUB-IN Place. It is one of three Long Reads related to elements of the HUB-IN Framework. **You can also find:**

HUB-IN Framework Overview

HUB-IN Clusters of Innovation

Led by Lisboa E-Nova

HUB-IN Alignment with European and International Policy

Led by Heritage Europe

To access these papers, visit the HUB-IN project website or get in touch with the authors of this document (details overleaf)

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