



HUB-IN

HUB-IN Framework Overview

An overview of our shared context,
vision and values towards HUB-IN Places



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HUB-IN Framework Overview

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Throughout this document look out for the following icons:



The Long Reads

Papers written as part of the HUB-IN Framework that expand on that written within this overview document



Further reading

Links to relevant further reading, inspiration and tools produced outside of the HUB-IN Project.

End notes are also referenced at the end 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:

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-creation¹

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 landscapes². 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 crafts³.

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 setting⁵. 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 planet⁶. 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. Inclusive⁷ & regenerative growth⁸ 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 placemaking¹¹ 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 invisible¹³ (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.

This document is intended to give an **overview** of the HUB-IN Framework sections. However, more detailed ‘Long Reads’ have been written about three of the sections which aim to provide a deeper understanding of strategies, research and tangible examples and actions. These sections are:

- HUB-IN Alignment with European and International Policy, led by Heritage Europe
- HUB-IN Clusters of Innovation, led by Lisboa E-Nova
- HUB-IN Ingredients, led by Utrecht University

The framework is split into the following five sections:



HUB-IN Alignment with European and International Policy

Page 11

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

HUB-IN Principles

Page 15

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



HUB-IN Clusters of Innovation

Page 18

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.



HUB-IN Ingredients

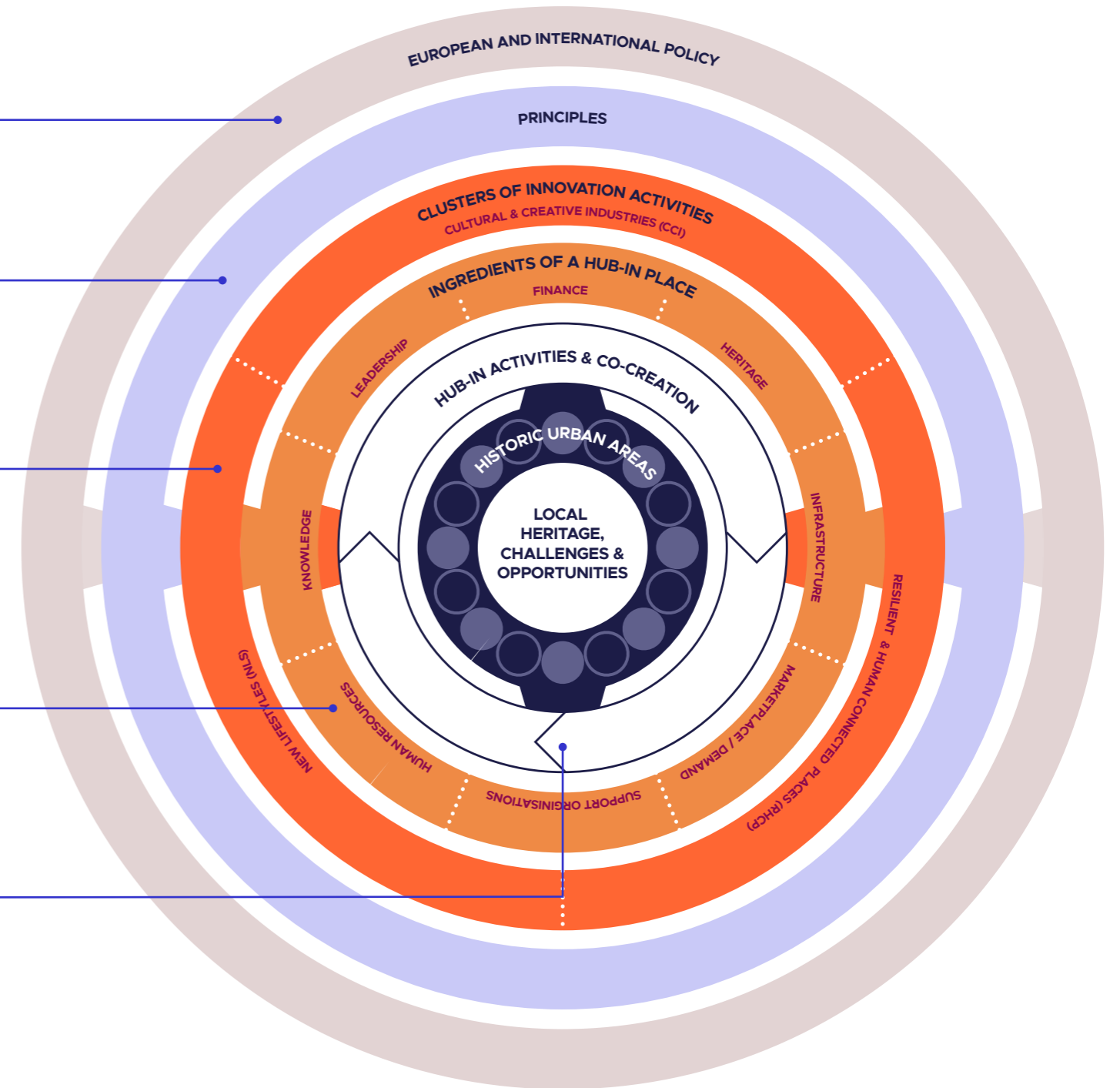
Page 26

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

Activities towards a HUB-IN Place

Page 30

The ways in which the HUB-IN Framework strategies, inputs and principles are being put into practice locally.



In order for this framework to remain a useful resource for HUB-IN partners (and follower cities interested in adopting the HUB-IN Places approach), we will create further versions of this document informed by our progress, learnings and experiences.

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.

Local heritage, challenges & opportunities

Before delving into the sections which make up the HUB-IN Framework, it is important to remember that local heritage, challenges and opportunities are at the core of every HUB-IN Place. They inform what makes the interventions in each location unique (while also aligning with the framework).

In June 2021, we worked with the eight HUB-IN pilot cities to understand ‘where they are now and how they got there’, resulting in a [Current Landscapes report](#)¹⁴ which communicates the individual narrative and context of each Historic Urban Area in the following areas:

- Hopes, fears & opportunities
- Co-creation
- Stakeholders & local ecosystem
- Clusters of Innovation
- Finance, governance and investment
- Data, assets, skills & infrastructure
- Narratives



HUB-IN Consortium

The HUB-IN project consortium is made up of eight pilot cities, expert agencies, universities, city networks and regional agencies:



HUB-IN Alignment with European and International Policy

Led by Heritage Europe

EU policy has evolved and developed incrementally over the last 10-15 years, retaining a consistent focus on growth, sustainability, and inclusion throughout. The supporting paper for this chapter identifies and explains the key developments relevant to HUB-IN including the key UNESCO policy statements that remain current today and have influenced important shifts in emphasis in European policy, particularly the increasingly urgent global challenge of climate change. The diagram on the next page illustrates the key steps in this development process.

The Horizon 2020 call in 2019 ‘Transforming historic urban areas and/or cultural landscapes into hubs of entrepreneurship and social and cultural integration’ fully reflects these changes given its focus on societal challenges and its environmental and climate action remit. The HUB-IN project, arising from this call, is by design well integrated and aligned with both international and European policy, as it has developed.

HUB-IN focuses not only on placemaking but on people and their lifestyles with the promotion of co-creation, diversity, creativity and the sharing and maker economies all linked to helping tackle climate change through delivering more sustainable transformational outcomes. The HUB-IN Place concept consequently is well-placed to go beyond alignment and to contribute to the post-pandemic challenges ahead, given its focus on innovation, and transformational change underpinning and reinforcing the key importance of cultural heritage and Historic Urban Areas to Europe’s future prosperity.

While HUB-IN can be seen to align with high-level policy e.g. The European Green Deal, the Paris agreement on climate change and the UN’s Sustainable Development Goals, specific examples of where HUB-IN Places can directly and proactively contribute to the delivery of both international and European policy include:

Historic Urban Landscapes 2011 – building an understanding of what makes each place special in terms of its social, economic and cultural characteristics, and its heritage and natural values and attributes.

The Urban Agenda – contributing to e.g. the Vienna Partnership on culture and heritage, Bratislava partnership on the circular economy, and the Malta Partnership on climate adaptation and energy transition.

European Framework for Action on Cultural Heritage 2018 – aligning with and directly contributing to all five policy pillars, with pillar four on innovation presenting specific potential for knowledge exchange and future research opportunities for HUB-IN partners.

The New European Bauhaus (NEB) 2021-2024 – being well placed to contribute to the New European Bauhaus with both Heritage Europe and Energy Cities appointed as official partners. HUB-IN and our sister projects Centrinno and T Factor working together have produced a joint action plan¹⁵, the relevant parts of which have been submitted to NEB by Heritage Europe. NEB consequently provides a unique opportunity and platform for HUB-IN Places to raise awareness across Europe and beyond, showcasing the many ways in which HUB-IN can help deliver transformational change in historic urban areas.

By integrating with and contributing to the delivery of both international and European policy, HUB-IN Places can improve the sustainability of their interventions, increasing their access to further funding which often align with policy priorities.



The Long Read

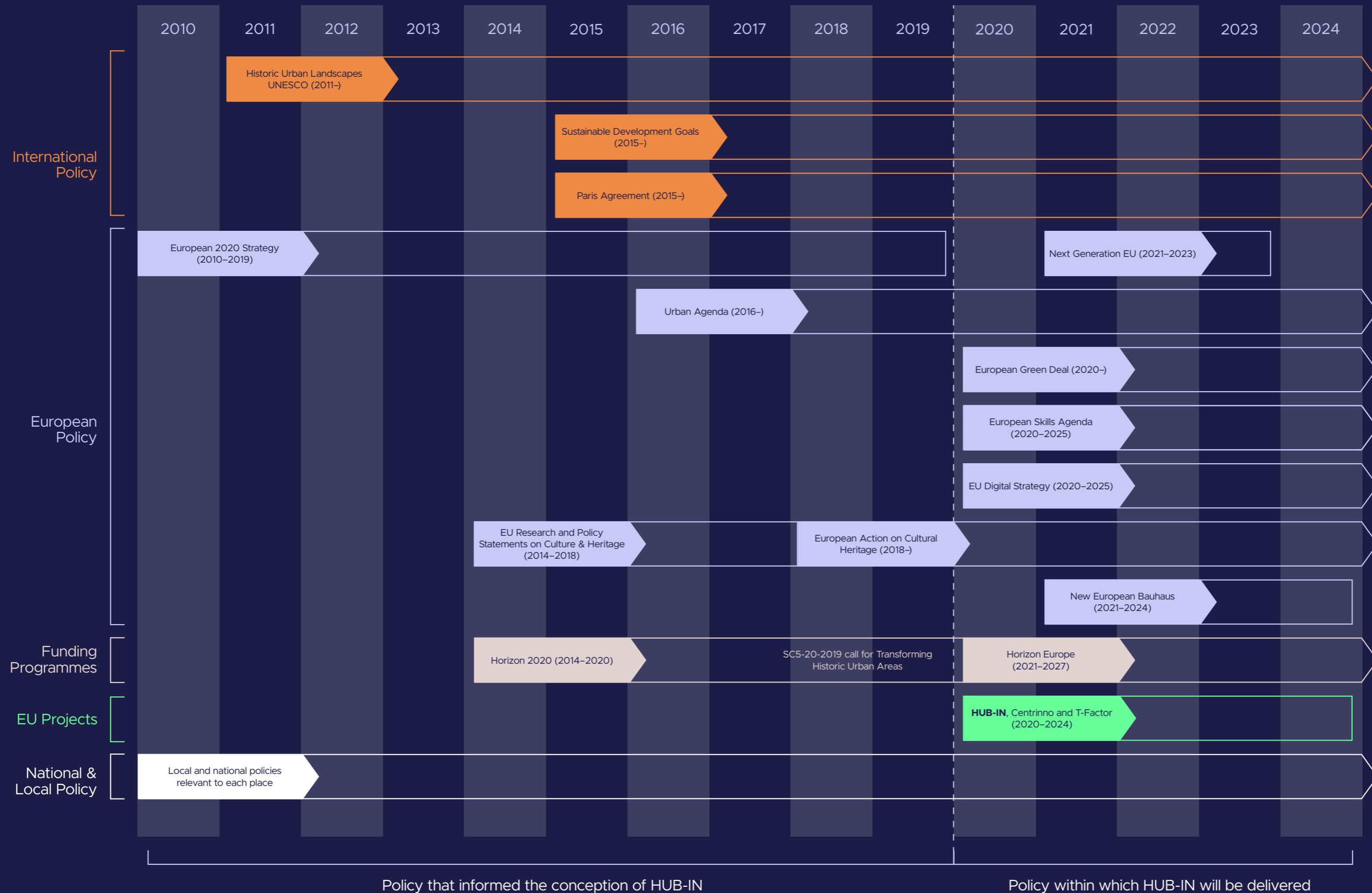
[HUB-IN Alignment with European and International Policy, led by Heritage Europe](#)

A supporting paper for this section that explains the key developments in policy relevant to HUB-IN in further detail.

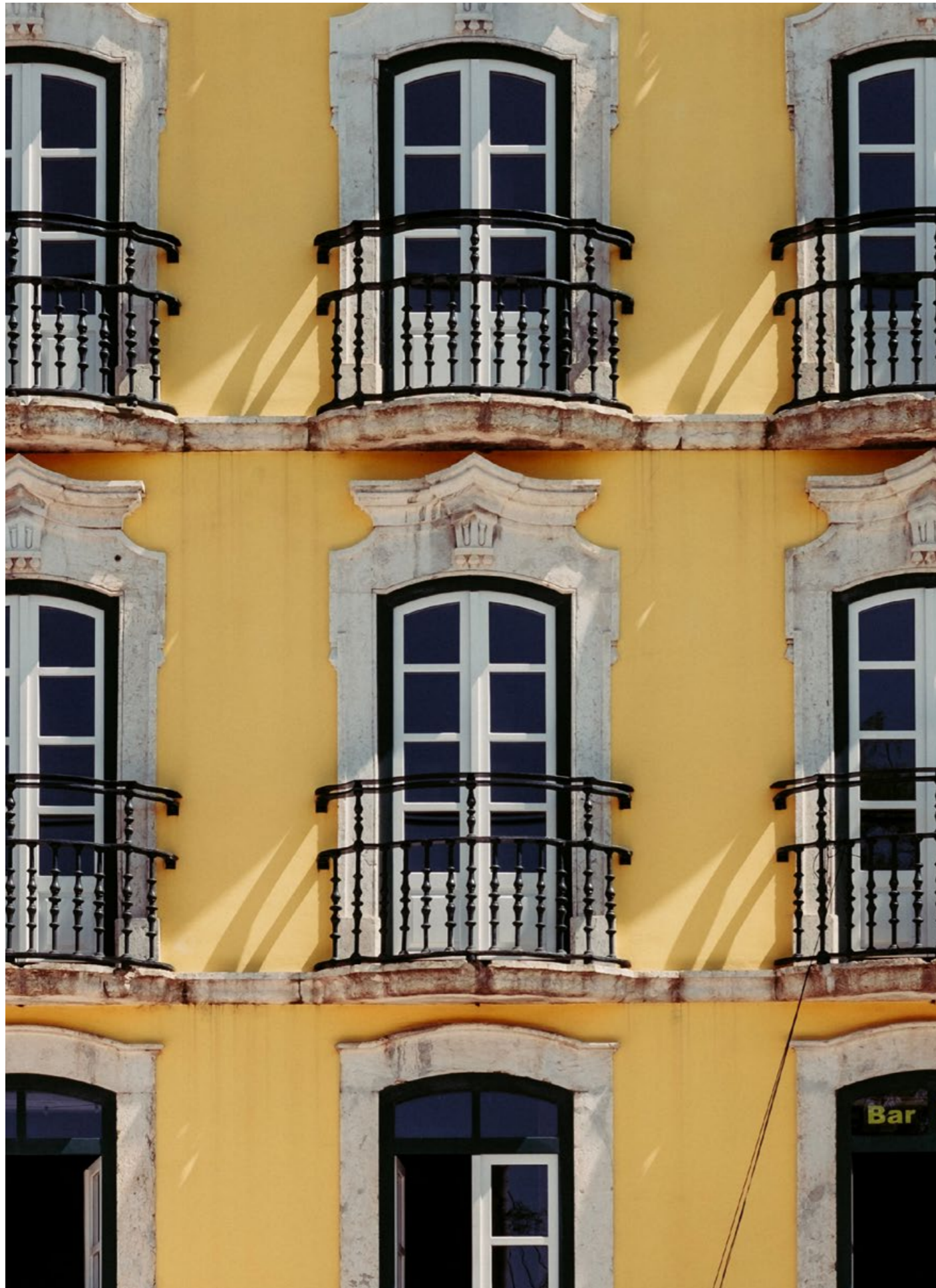


Further reading

[Cultural Heritage Counts for Europe](#)



This diagram illustrates the key steps in this development process that have informed HUB-IN and sister projects (Centrinno and T-Factor).



Typical building in Alfama. Photo by Thomas Peham

HUB-IN Principles

We have designed the following four principles to act as a reminder of what we are aiming for, what drives us and how we collaborate and work.

The principles place our values front and centre throughout our process towards (and beyond) HUB-IN Places. As a starting point for informed conversations, they should aid decision-making and help to build a shared understanding of what 'good' looks like in the specific context of HUB-IN. They should be adapted by city partners to their local context and language, communicating the values of HUB-IN to their stakeholders, bringing everyone onto the same page and managing expectations.



Consortium members reviewing HUB-IN principles



Further reading

- [European Heritage Alliance Manifesto](#)
- [UN 12 Sustainable Development Goals](#)
- [Fab City Manifesto](#)
- [IFIXIT Repair Manifesto](#)
- [Doughnut Principles of Practice](#)
- [Sustainism is the New Modernism: A Cultural Manifesto for the Sustainist Era](#)

HUB-IN Places:

1 Use cultural heritage as a source of inspiration, innovation and celebration, strengthening their unique identity and informing their future.

- We embrace, respect and build upon local heritage to learn from and communicate meaningful, rich stories by engaging local culture today.
- We see cultural heritage as a strategic resource – embracing tangible and intangible assets, materials, spaces, skills, knowledge, ecosystem and ecological potential.
- We use digital technologies to create new opportunities for the visualisation, reuse, preservation and restoration of cultural heritage assets.

2 Bring together human needs, individual and societal, and the tools to address them, whilst simultaneously staying within the means of the planet.

- We are grounded in 'the local' while embracing 'the global'. Addressing societal challenges and opportunities through a local lens.
- We align with and learn from a wider network of global hubs, shaping informed collaborative 'local' action and processes.
- We are creative and productive catalysers aligning societal, environmental, cultural and economical needs (the UNESCO four dimensions of sustainable development).
- We improve the equity, inclusion and affordability of historic urban areas through our bottom-up process in dialogue with top-down 'policies'. Communities can become productive, sharing and playing an active role in transforming their HUA, creating regenerative places.
- We promote the effective climate adaptation of tangible assets (such as buildings and public spaces), the use of local natural resources (e.g. renewables) and the readaptation of cultural intangible assets (e.g. traditional knowledge in craft industries).

3 Experiment and enact open innovation through inclusive and informed co-creation.

- We upskill the local community, co-creating HUB-IN interventions and giving under-represented and marginalised communities a voice, leading to increased capacity, agency and legitimacy for change in urban transformation processes.
- We engage stakeholders as an active source of innovation throughout the entire journey. To increase levels of public impact it is essential to engage diverse stakeholders in dialogue, collaborating with them, and for the biggest impact, empowering them. This makes it open.
- We collaborate across academia, industry, government, and civil society (the quadruple helix model) as a path for creativity.
- We highlight that innovative urban regeneration processes need to provide services that continuously enact inclusion and equity.
- We experiment with different processes and methods, sharing our learnings and experiences (both good and bad), bringing value to our failures, learning faster and succeeding with more resilience.

4 Thrive through learning and exchanges of information from people, technology and nature.

- We understand everything is connected and interdependent. The key is for us to connect, share, learn and collaborate as part of a wider network.
- We integrate with and influence existing local, national and international strategies, masterplans and processes to strengthen the interventions and help ensure sustainability of the hubs beyond the project timeframe.
- Nature, its models, systems, and processes are at the core of our actions, changing the human impact on Earth from being predominantly degenerative to being regenerative.

HUB-IN Clusters of Innovation

Led by Lisboa E-Nova

For HUB-IN Places, innovation will be delivered through the development of Clusters of Innovation, with a common goal of economic prosperity, new ways of sustainable life, and new ecological standards for Historic Urban Areas. The creation of clusters of innovation in these sites is a way to unlock the potential contained in their cultural wealth and heritage value. Clusters of innovation increase the geographic concentration of economic activity, providing a strong foundation for a sustainable/regenerative entrepreneurial ecosystem, to create firms and jobs by developing activities which will support entrepreneurs, universities, researchers, and investors, in line with local conditions and environment.

Clusters provide an opportunity to co-create and co-produce across sectors, leading to new discoveries for the market. They are also:

- A way of reducing urban poverty and reversing unintended consequences such as gentrification in urban areas where those problems are normally more acute.
- An opportunity to reduce social inequality by expanding jobs and educational opportunities.
- An approach able to address heritage, land use and environmental degradation creating new mixed use patterns of residential and employment and in some cases help repopulate HUAs.

Three common Clusters of Innovation Activities for HUB-IN Places

HUB-IN Places work across three clusters of innovation:

- 1. Cultural and Creative Industries (CCI)**, where cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development.
- 2. New lifestyles (NLS)**, for which innovative sustainable living patterns, inclusivity and diversity, are the main ingredients to improve wellbeing.
- 3. Resilient & Human Connected Places (RHCP)**, are rooted in regenerative use of resources, community cohesion, digital and human connectedness, that are key to improving ecological, social and economic resilience of historic places.

By their nature these three clusters overlap with each other within Historic Urban Areas. HUB-IN Places are at the heart of this dynamic interaction – maximising the potential for capturing spill-over benefits and realising transformational change.



The Long Read

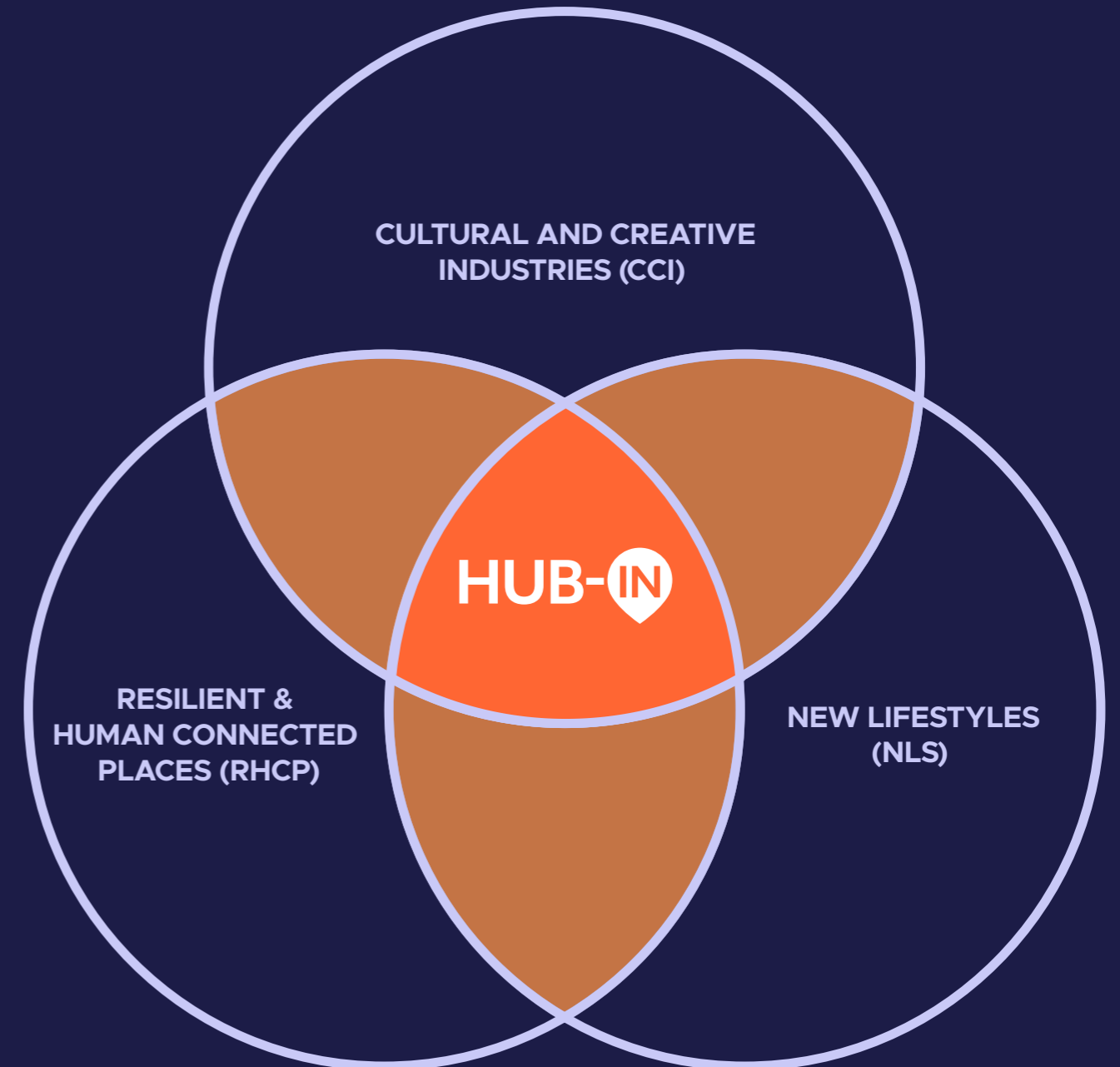
[HUB-IN Clusters of Innovation, led by Lisboa E-Nova](#)

A supporting paper for this section that explains HUB-IN Clusters of Innovation in further detail.



Further reading

- [Hubs of Innovation Report by Connected Places Catapult](#)
- [Creative clusters and Innovation by Nesta](#)
- [Linking Cultural Heritage to Smart Specialisation Strategies](#)
- [Clusters and Innovations Districts: Lessons from the United States Experience](#)



Culture and Creative Industries (CCI)

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

Thematic topics & sub-topics to be explored by HUB-IN Places

Innovative products & services

- Boost cultural heritage and creative industries
- Create the right business and cultural environment in each local hub of innovation
- Explore new business models, and support to start-ups and entrepreneurs (e.g. creating acceleration programmes).

Through means such as:

- Multimedia: Digital animation, video gaming, film broadcasting
- Design and Fashion: Tangible and intangible cultural heritage, creative, sustainable, and circular businesses, digital fabrication, open spaces for innovation, robotic festivals, music, literature, performing arts.

Adaptive reuse of traditional skills

- Readapt traditional activities by activating ancient skills with an intrinsic value for the HUA
- Promote the creation of new services and jobs
- Traditional knowledge should be combined with creativity and innovation
- Generate new circular business models with profit or non-profit purposes.

Through means such as:

- Traditional Food: Gastronomy and beverages
- Craft Industry: wood crafting, design showcasing, textile and stone carving, ceramics and tiles
- Entertainment/festivals: Music, dance events and traditional festivities
- Traditional and historic local commerce.

Cultural & creative tourism

- Explore new cultural tourism services and solutions in close collaboration with local communities and HUA residents
- Support tourism based on local experiences that are unique, that could promote local heritage and could be hosted by the community in a sustainable and responsible way.

Through means such as:

- Tourism focused on user unique experiences
- Creative work combining business and leisure
- Tourism and social connectivity
- Destination as hubs of creative networks.

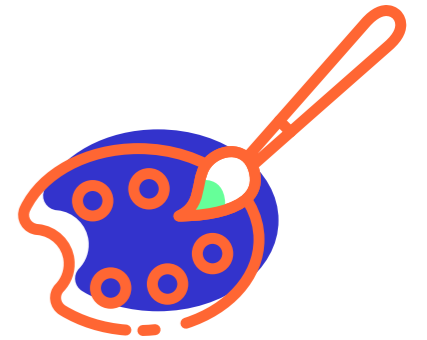
Global trends

- Globalisation and digital transition
- COVID-19 accelerated the existing trends
- New ecological transition
- New forms of collaboration
- A new regulatory framework
- Culture tourism towards creative tourism.

Case study

Soho Arts District – Málaga, Spain

In the once degraded and marginalised neighbourhood of Ensanche Heredia in the Centro district of Málaga, Spain, residents and merchants decided to combine their efforts to bring life back into the neighbourhood by creating a cultural district. They formed the Soho Málaga Citizen Association, aimed at fostering business synergy and communal cultural projects in the neighbourhood. Together with The College of Architects and the Municipal Urban Planning Management Soho Málaga, the Art District (Málaga Soho Barrio de las Artes) was realised. A combination of re-utilising abandoned historic buildings, investments in the public space (e.g. to increase accessibility to the area), and support to the creative industries led to a buzzing creative area that is full of cafes, galleries and art spaces that attract many visitors to the area, and is a source of local employment.



New Lifestyles (NLS)

New lifestyles for sustainable ways of living – Innovative sustainable living patterns, inclusivity and diversity, are the main ingredients to improve wellbeing.

Global trends

- Healthy ageing
- Qualification and new skills of local communities
- Affordable and accessible housing
- Sustainable mobility
- Cultural memory as an element of wellbeing
- New synergies between local communities and cultural and creative tourism – increased environmental sustainability and value creation for communities.

Thematic topics & sub-topics to be explored by HUB-IN Places

Consumption & prosuming

- Influence and promote sustainable consuming & prosuming behaviours
- Explore the linkage between new patterns of consumption and the reuse and readaptation of intrinsic heritage values whether tangible or intangible.

Through means such as:

- Cultural services for diverse and inclusive cities
- Sharing economy
- Circular consumption patterns
- Local and sustainable food
- Local energy communities.

Living & mobility

- Influence the way people live (housing conditions, enjoying public spaces)
- Influence the way people move, promoting a sustainable and active behaviour
- To adopt art and cultural heritage as a vehicle to engage people and create awareness about sustainability issues.

Through means such as:

- Urban poverty mitigation
- Green buildings
- Promotion of inter-generational co-living models
- Public spaces for people, as places of culture, beauty, and sustainability
- Exploring shared mobility solutions for HUAs
- Developing sustainable mobility and accessibility solutions, e.g. 15-minute city
- Testing zero emission zones
- Promoting sustainable and active mobility behaviours
- Exploring micro logistic solutions for HUAs.

Health & wellbeing

- Mitigate urban health disparities
- Influence the behaviour of local communities and aim to improve their mental and physical health.
- Promote healthy ageing, well-being and happiness, linked with the cultural memory of the place – intangible heritage.
- Explore the relationship between local communities, public space, nature in urban environment.

Through means such as:

- Inclusion of migrants and refugees
- Local communities' wellbeing and engagement with sustainable tourism
- Nature-based solutions for healthier HUAs
- The role of public spaces in health and happiness
- Exploring cultural memory as a component of wellbeing in HUAs/sense of place, identity and place purpose.

Case study

Traditional Meadows – Wuppertal, Germany

For centuries, the Wuppertal Meadows in the region of Bergisches Land in Germany have played a key role in the local economy as their apple, pear and other fruit trees have provided an important local food source and economic model.

In the second half of the 20th century, the majority of meadows disappeared, often in favour of industrial development. Nowadays, a small amount of meadows are restored. Among others through harvest events with the local community and the involvement of a nationwide food sharing initiative, the meadows promote sustainable food production and consumption, support nationwide research into local self-sustainability, and increase awareness of nature-based solutions in an urban setting.



Resilient & Human Connected Places (RHCP)

Regenerative use of resources, community cohesion, digital and human connectedness are key to improving ecological, social and economic resilience of Historic Urban Areas.

Global trends

- Climate change as a global emergency
- Transition from a linear to a circular city
- Smart cities & smart citizens
- Inclusion, equality & equity
- Intergenerational connectedness
- Innovative circular models to rethink and readapt cultural values and heritage by blending tradition with new techniques and solutions.

Thematic topics & sub-topics to be explored by HUB-IN Places

Environmental balance

- Improve the territory's environmental balance, tapping into the potential of endogenous resources and social dynamics, promoting sustainable/regenerative use and resilience.

Through means such as:

- Climate resilience (adaptation and mitigation)
- Resource efficiency
- Nature-based solutions
- Ecosystem services
- Energy transition in Historic Urban Landscapes
- Sustainable food and local food production
- Adaptive reuse for circular cities.

Empowering communities

- Develop a new way of looking at heritage, by setting the ground to reframe relations between all involved stakeholders
- Develop initiatives that demonstrate to the communities that local involvement is significantly better than inaction and could lead to more ambitious opportunities and new partnerships.

Through means such as:

- Promotion of participatory processes
- Social cohesion
- Migrant integration and equity
- Local economy.

Liveable and connected places

- Promote actions that contribute to the increase in quality of life and sense of belonging of the community and all shared places and environments
- Promote connectedness, including digital connectivity, environmental and social connectedness, improving inclusiveness.

Through means such as:

- Urban design and public space
- Urban regeneration
- Reuse of spaces and buildings
- Digitalisation
- Sense of place/place purpose
- Immersive technology
- Data science
- Smart cities & neighbourhoods,
- Historical and cultural requalification.

Case study

Loos in Transition – Loos-en-Gohelle, France

After the mining industry closed in Loos-en-Gohelle in the 1980s, this mining town had to reinvent itself. It decided to transform its past to shape its future. Nowadays, the former mining base, which is a UNESCO World Heritage site, is utilised as a cultural and sustainable development centre, focusing on R&D, education and entrepreneurial activities around renewable energies and green technology.

The site now supports over 600 eco-companies, 150 of which operate in the field of renewable energies. Specific attention has been paid to stimulate ideas and initiatives from the community, for example by providing funding and support for projects arising from the community. In doing so, the former mining base enables the creation of a sustainable future for the town, which is striving to rely completely on renewable energy by 2050.



The Ingredients of a HUB-IN Place

Led by Utrecht University

We believe HUB-IN Places are able to foster and sustain innovative and entrepreneurial activities in Historic Urban Areas by building on their unique history and heritage, and that doing so can help to regenerate these areas in ways that are culturally, economically, socially and environmentally sustainable. To understand how they might achieve this, 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 HUB-IN, we do this by drawing on insights from the academic fields of urban innovation¹⁶ and entrepreneurial ecosystems¹⁷. Based on this literature, we have defined eight ingredients and four institutional/cultural arrangements that, combined, can support innovative and entrepreneurial behaviour in Historic Urban Areas.

HUB-IN Places aim to create a configuration of ingredients that aid innovative and entrepreneurial behaviour, contributing to cultural heritage led regeneration. The outputs and outcomes created through this behaviour result in place-specific solutions that are sustainable, inclusive, and are able to sustain and reinvent themselves over time in accordance to local needs, opportunities and threats at different spatial scales.

Alongside these we also show examples of innovative and/or entrepreneurial behaviour already taking place throughout Europe to illustrate these elements. These examples are not directly related to HUB-IN, but provide valuable insights and inspiration into how our framework can work in practice.

This model is intended as a starting point and will be updated and refined from learnings throughout the HUB-IN project to better reflect the realities of HUAs throughout Europe.

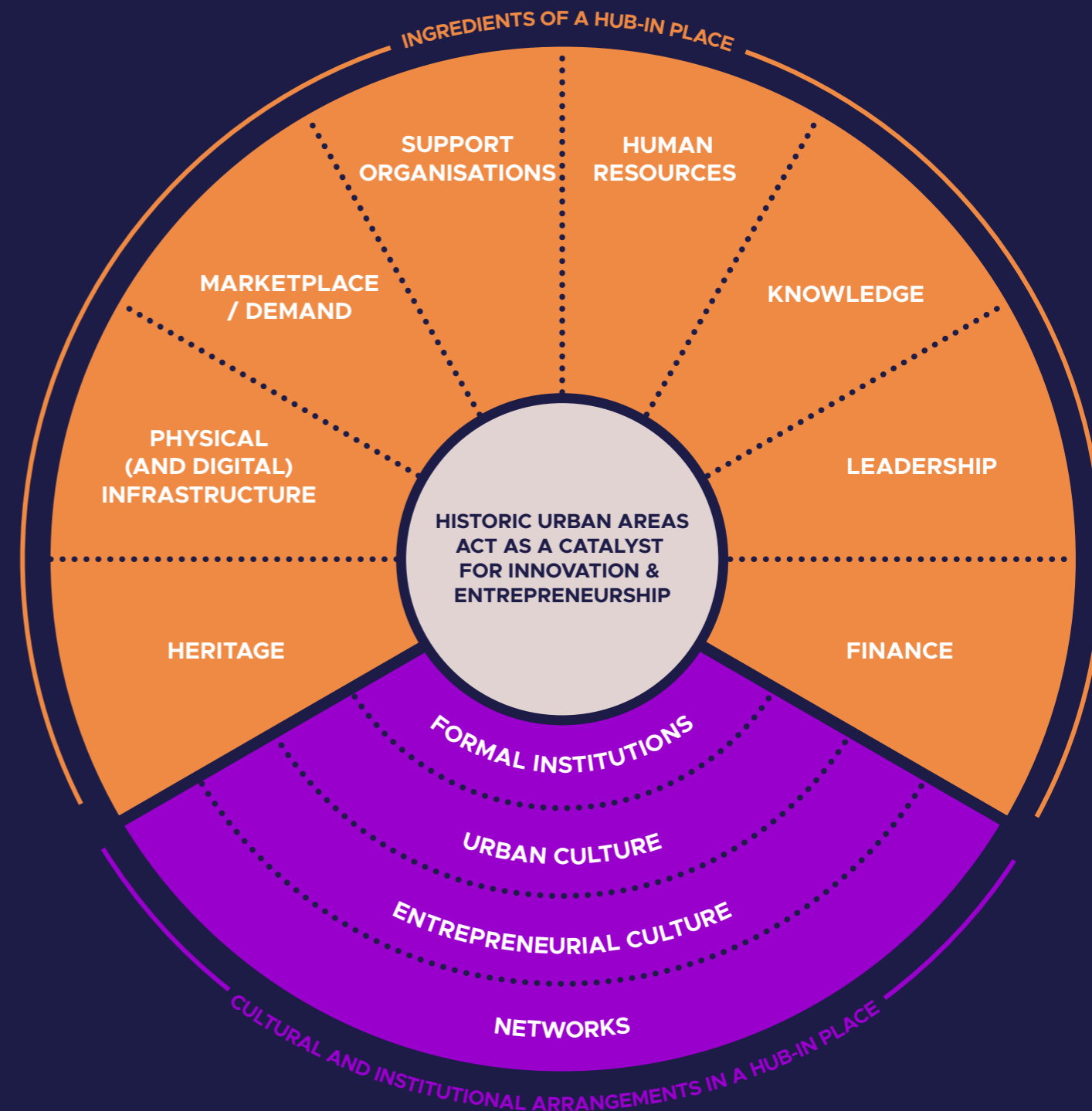


The Long Read

[The Ingredients of a HUB-IN Place, led by Utrecht University](#)

Background research and a detailed evaluation of the key ingredients identified illustrated is set out in the supporting paper.

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.

In summary, the eight ingredients include:

Heritage

Heritage, which represents those tangible and intangible elements inherited from the past which reflect and express constantly evolving values, beliefs and traditions.

Case study: Patios de la Axerquia

- For example, in Patios de la Axerquia, Cordoba, Spain, citizens designed a structure for the acquisition and cooperative use of unoccupied historic buildings while respecting tradition, resulting in modern co-living arrangements.

Physical and digital infrastructures

Physical and digital infrastructures, which refer to the availability of structures and facilities (e.g. buildings, energy systems, modes of transportation) that facilitate proximity and interaction between different stakeholders.

Case study: Sugar House Island

- For example, in Sugar House Island, London, UK – This water-bound neighbourhood in East-London still bears reminders of its thriving industrial past. Its historic street plan and old courtyards are maintained to affirm its historic character.

Marketplace/demand

Marketplace/demand, which shows the importance of innovative and entrepreneurial activities addressing a clear need, or a receptive marketplace.

Case study: Sargfabrik

- One example addressing the housing market demand for affordable housing, a challenge many HUAs grapple with, is the renovated Sargfabrik, a former factory complex in Vienna, Austria – which opened its doors as an innovative co-living accommodation in 1996.

Support organisations

A well-developed range of support organisations, like research institutes or incubators, can provide input for innovative and entrepreneurial processes.

Case study: Porta Palazzo

- For example, in the historic Porto Palazzo neighbourhood in Turin, Italy, as part of a wider generation programme, the municipality focused on creating a strong support network for local industries, including arts and crafts, networks of entrepreneurs, and the formation of organisations that provide guidance in business creation within a heritage sensitive setting.

Human resources

Human resources, incorporating the experience, skills and talents of the local population, and of those who are attracted to the area from outside the city.

Case study: Kapana Creative District

- For example, in the Kapana Creative District in Plovdiv, Bulgaria, a neighbourhood that has been home to craftsmen for over five centuries, a programme was launched to support and stimulate the creative industries, develop local artists and attract (inter-)national talent to the area.

Knowledge

Knowledge as an openly accessible resource that both local and extra-local partners can build upon (for example through open-data sources, accessible work and educational spaces), is an important tool for HUB-IN Places.

Case study: Strijp-S

- For example, in Strijp-S, Eindhoven, NL, a creative and innovative mixed-use area built around the legacy of technological innovator Philips, stimulates co-creation and product development in its neighbourhood through a Living Lab where different stakeholders work together to improve the quality of life of those living, working and visiting the area.

Financial resources

Availability of adequate financial resources, which can take the shape of innovative financial models. Finance and funding that support innovation and entrepreneurship are key to enable creative communities.

Case study: Largo Residências

- For example, the cooperative of Largo Residências, Lisboa, PT, 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 organisational activities commenced, in essence providing them with an informal loan.

Leadership

Leadership, understood as the presence of individuals or groups that guide and direct collective action.

Case study: Convento delle Cappuccinelle

- For example, in Convento delle Cappuccinelle, Naples, IT, an abandoned convent, and former juvenile jail, has been reclaimed by a local collective as part of an abandoned spaces recovery campaign. Now, it operates with a novel governance structure in which engagement from the local community, support from the local authorities, and a commitment to open democratic principles allow the initiative to address important social and economic needs in the neighbourhood.

In each HUB-IN Place, the availability and level of development of the above ingredients results in a unique mix of resources. The **entrepreneurial culture**, the **urban culture**, (formal and informal) **networks** and the presence and priorities of **formal institutions** all influence the way in which ingredients can be mobilised, combined and employed. These four institutional and cultural arrangements, and the eight ingredients, combine into a complex ecosystem. For HUB-IN Places, our aim is to configure this ecosystem in such a way that it creates supportive conditions for the emergence of innovative and entrepreneurial processes that preserve and build on the unique history and heritage of their place.

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 to local needs, opportunities and threats at different spatial scales.

As an important starting point, we believe cities should aim to understand their state of play in relation to the ingredients above. The intention of the HUB-IN project is to inspire and support cities to build on these insights when formulating their roadmaps and action plans to develop Hubs of Innovation.



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](#)

Activities towards a HUB-IN Place

The goal of this chapter is to explain how we aim to put the framework, ingredients and principles presented earlier in this document into practice locally, towards the creation of sustainable and resilient HUB-IN Places.

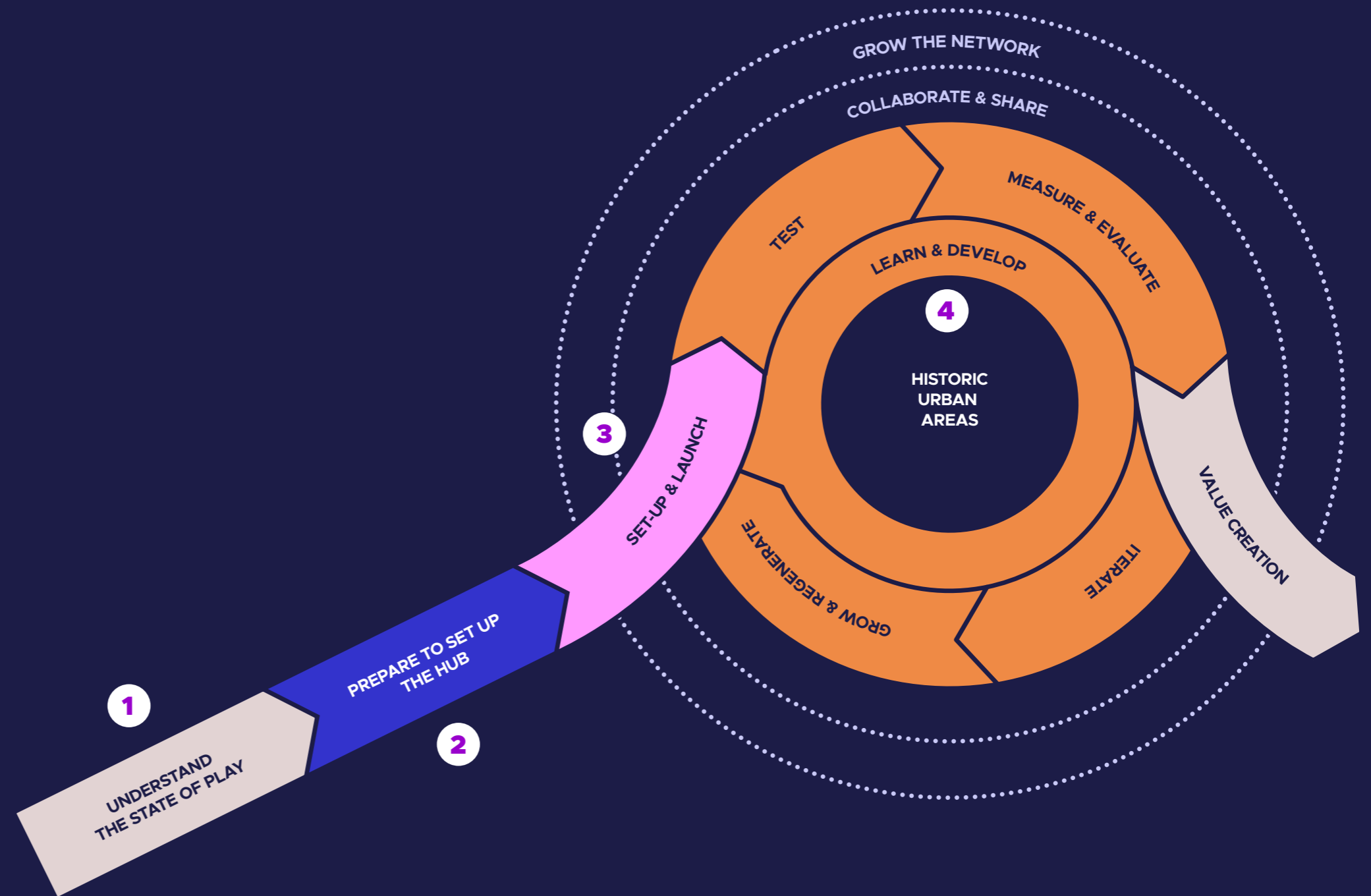
The stages we present below are neither exhaustive nor absolute (there is no one single path), nor should they be seen as a linear 'step by step' journey that has to be followed. We see them as building blocks throughout, each as crucial as the other. There are likely to be occasions where teams identify with more than one stage at a time, or where they find themselves returning to earlier stages to improve, iterate or try alternative routes.

Putting the framework into practice, collaborating and sharing throughout, Historic Urban Areas will follow a common journey towards a 'HUB-IN Place', which is split into four key stages:

1. Understand the state of play
2. Prepare to set up the hub
3. Set-up & launch
4. Learn & develop

In HUB-IN Places heritage-led regeneration creates value in the form of innovative and entrepreneurial behaviour, including new entrepreneurial initiatives and new governance models, which shape the active sustainable development of diverse and inclusive HUB-IN Places, that are resilient and connected – socially, economically, environmentally.

To support each stage, the HUB-IN pilot partners will collaborate in producing a selection of activities and deliverables which will also go on to support follower cities in the future – these have been listed alongside each stage on the following pages.



A visualisation of the common journey towards a 'HUB-IN Place'

1. Understand the state of play

We believe that it is essential for cities to understand the context, history and narrative of their chosen HUB-IN location (and ecosystem) in order to identify and tackle the real unique local challenges in those places effectively. This requires a dedicated period of discovery, a chance not only to understand the state of play locally, but also to take inspiration and learn from case studies of global best practice in areas such as innovation, co-creation and business models. This time provides an opportunity to increase engagement with collaborators and other stakeholders, utilising co-creation and open innovation methodologies.

HUB-IN project outputs particularly relevant for this step:

- HUA 'state-of-play' analysis (D2.2)
- HUA Business Model Catalogue (D2.3)
- HUA Financing Model Catalogue (D2.4)
- HUA Atlas (D2.5)
- Current Landscapes (D3.1)
- HUB-IN Geotool (D4.1)

2. Prepare to set up the hub

Once cities have an understanding of their local context, challenges and opportunities, the setup stage is where strategy building and ecosystem engagement accelerates. It is in this stage that city teams will define a vision for their HUB-IN Place, while starting to consider exactly what physical and digital form HUB-IN takes in their location through co-creation.

HUB-IN project outputs particularly relevant for this step:

- Interactive Dialogue Tool (D2.6)
- Roadmaps (D3.5)
- Business models/Finance/Governance report (D3.6)
- HUB-IN Geotool (D4.1)
- Action Plans (D4.2)
- Common Impact Assessment Framework (D5.1)
- Adapted monitoring methodology to each pilot (D5.2)

3. Set-up & launch

City teams will launch, implement and pilot their Hub of Innovation strategy, introducing the wider community to their hub and its offer through place-branding, further communication efforts and innovation activities, events and initiatives.

HUB-IN project outputs particularly relevant for this step:

- Match & Ignite (D3.4)
- HUB-IN Geotool (D4.1)
- Action Plans (D4.2)
- Adapted monitoring methodology to each pilot city (D5.2)

4. Learn & develop

A loop of testing ideas, measuring the success, iterating based on learnings and growing and regenerating. Continuing to collaborate and share learnings across the network, this stage will see the hubs go from strength to strength.

HUB-IN project outputs particularly relevant for this step:

- Match & Ignite (D3.4)
- HUB-IN Geotool (D4.1)
- Action Plans (D4.2)
- Eight HUB-IN City Story Telling booklets (D4.3)
- Adapted monitoring methodology to each pilot city (D5.2)
- Quarterly evaluation reports (D5.3)

Collaborating, sharing and growing the network

Alongside the core activities relevant to each HUB-IN Place, the pilot project also aims to upscale the HUB-IN Place concept beyond the project timescale and to other locations across Europe and beyond. In order to achieve this, key processes, tools, learnings and insights will be recorded throughout the project. These will be captured in a selection of deliverables that will be shared openly for the benefit of 'future HUB-IN Places'.

HUB-IN project outputs particularly relevant for this step:

- HUB-IN Toolkit (D3.3)
- Eight HUB-IN City Story Telling booklets (D4.3)
- Final HUB-IN Storytelling (D4.5)
- Production of Exploitation Plan Framework (D6.1)
- Final economic, social and environmental appraisal lessons learned (D5.4)
- HUB-IN Guidebook for cities (D5.5)
- HUB-IN Alliance (D6.2)
- Historic Urban Areas Leadership Guide (D6.3)
- HUB-IN Digital Space (including the HUB-IN Academy) (D7.3)
- Infographic videos (D7.6)
- HUB-IN Final International Conference (D7.7)



Consortium members reviewing the Activities towards a HUB-IN Place



External links

- [Hubs of Innovation: A Playbook for Place Leaders by Connected Places Catapult, The Business of Cities and UK Innovation Districts Group](#)

HUB-IN deliverable descriptions

See below descriptions for each of the deliverables highlighted as part of the *Activities towards a HUB-IN Place* section of this document. Descriptions for **all** deliverables can be found in the grant agreement¹⁸.

HUA 'state-of-play' analysis (D2.2)

A working paper with an overview of current conditions, barriers and opportunities to developing a HUA entrepreneurial ecosystem, as well as an identification of at least five best practices for each of the HUB-IN activity clusters.

HUA Business Model Catalogue (D2.3)

An overview of the most successful and/or promising business models applied in the context of HUA's.

HUA Financing Model Catalogue (D2.4)

An overview of public/private and blended financial instruments that are promising for HUA's.

HUA Atlas (D2.5)

An online tool that can be used to access Europe-wide HUA best practices relevant to HUB-IN.

Interactive Dialogue Tool for cities (D2.6)

An interactive offline game for cities to co-create and develop their own local model, based on best-practises and the Business Model Catalogue.

Current Landscapes (D3.1)

A report summarising the individual narrative and context of each pilot Historic Urban Area in themes such as co-creation, stakeholders, data and hopes and fears. A reminder of where they are at the start of the project and how they got there.

HUB-IN Toolkit (D3.3)

A digital resource collating key tools and resources to support the creation of HUB-IN Places, for the benefit of both HUB-IN pilot cities and 'follower cities'.

Match & Ignite (D3.4)

A programme (online and offline) attracting, engaging and connecting innovators & social entrepreneurs, start-ups and investors across the HUBs.

Roadmaps (D3.5)

The result of in-depth co-creation with stakeholders such as local government, industry, universities, citizens and local associations. An important strategic planning document for each individual HUB-IN Place where the main challenges, goals and strategies are identified.

Influenced by local (and European) strategy priorities, they should also be strong enough to inform future local policy. Therefore, the recognition of the roadmap by local governments is essential.

Business models/Finance/Governance report (D3.6)

A report showcasing the different business models and structures being envisioned for each HUB.

HUB-IN Geotool (D4.1)

A GIS web-based tool supporting the characterization of the entrepreneurial and innovation ecosystem within each HUA, and allowing an understanding of the spatial diffusion of innovation.

Action Plans (D4.2)

Operational programmes with an implementation schedule of actions and activities that are selected as effective responses to the strategies previously co-designed as part of the Roadmaps.

Eight HUB-IN City Story Telling booklets (D4.3)

Eight booklets, one per city, capturing the main activities, achievements, experiences and opinions of innovators, citizens, investors and decision makers.

Final HUB-IN Storytelling (D4.5)

Publishable report highlighting activities that have taken place, risks encountered, corrective actions taken, and lessons learned.

Common Impact Assessment Framework (D5.1)

Report capturing the specific evaluation targets, relevant evaluation indicators and appropriate data standard.

Adapted monitoring methodology to each pilot city (D5.2)

Report capturing and explaining the monitoring logic model to be applied in each city.

Quarterly evaluation reports (D5.3)

Regular analysis on the performance of each pilot.

Final economic, social and environmental appraisal lessons learned (D5.4)

Report on the final assessment of the overall economic, social and environmental impacts of the pilots

HUB-IN Guidebook for cities (D5.5)

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

Production of Exploitation Plan Framework (D6.1)

Report on the strategy and commitment from key stakeholders in historic urban areas to take up and apply the tools, methodologies, products and services generated by HUB-IN.

HUB-IN Alliance (D6.2)

A promotional strategy and plan to secure interest and commitment from Historic Urban Areas across Europe to upscale the findings and methods of HUB-IN beyond the project's timescale.

Historic Urban Areas Leadership Guide (D6.3)

A practical guide for decision makers and key stakeholders providing guidance on how to deliver hubs of innovation and entrepreneurship.

HUB-IN Digital Space (including the HUB-IN Academy) (D7.3)

A living web-tool gathering the main outputs of the project, serving as a platform for collaboration and innovation intra and inter cities.

Infographic videos (D7.6)

Eight infographic videos on the main activities conducted in each city and explain replication process in practice.

HUB-IN Final International Conference (D7.7)

A one day event to disseminate HUB-IN results, covering the main areas and topics of HUB-IN project.

Endnotes

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The Long Reads

The following ‘Long Read’ papers provide a deeper understanding of strategies, research and tangible examples and actions mentioned in this overview document:



HUB-IN Alignment with European and International Policy

Led by Heritage Europe



HUB-IN Clusters of Innovation

Led by Lisboa E-Nova



The Ingredients of a HUB-IN Place

Led by Utrecht University

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

A big thank you to everyone who contributed to this report.

For further information on this report or other HUB-IN co-creation activities, please contact Grit or Liam, WP3 co-leads, at Future Cities Catapult.

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