



HUB-IN

Brasov Roadmap

September 2022



Funded by the Horizon 2020 Framework Programme of the European Union

PREPARED BY:

THE HUB-IN ROADMAP WORKING GROUP, LED BY ENERGY CITIES:

Kinga Kovacs, Giustino Piccolo, Sara Giovannini, Maria Clara Santarosa (Energy Cities)

Leea Mihaila, Camelia Rata (ABMEE)

WITH CONTRIBUTIONS FROM

ABMEE team, Brasov local stakeholders and HUB-IN work package partners

REVIEWED BY

Marina Kyriakou (Cyprus Energy Agency)

Vera Gregorio (Lisboa E-Nova)

September 2022

HOW TO CITE THIS DOCUMENT

Kovacs, K., Mihaila, L. et al (2022). "HUB-IN Brasov Roadmap", HUB-IN project – Hubs of Innovation and Entrepreneurship for the transformation of Historic Urban Areas H2020-SC5-2019, GA 869429.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 869429

Project information

Project name: HUB-IN

Grant agreement number: 869429

Project duration: 2019-2024

Project coordinator: Vera Gregório, Agência de energia e ambiente de Lisboa (Lisboa E-Nova)

Address: Rua dos Fanqueiros 38, 1 andar, Lisboa 1100 231, Portugal

Email: veragregorio@lisboaenova.org

Disclaimer

The sole responsibility of this publication lies with the author. The European Union is not responsible for any use that may be made of the information contained therein.

This document contains materials that are copyrighted by the HUB-IN consortium partners and may not be reproduced or copied without written permission. All HUB-IN consortium members have agreed to publish in full this document. The commercial use of any information contained in this document may require a license from the owner of that information.

Neither the HUB-IN consortium as a whole nor any individual party, provide any guarantee that the information contained in this document is ready to be used as it is, or that use of such information is free from risk, and will accept no liability for any loss or damage experienced by any person and/or entity using this information.

Statement of originality

This deliverable contains original unpublished work except where clearly indicated otherwise.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



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 869429

About HUB-IN

Mission

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment. The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs and it is fully aligned with the International agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe). In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Lisbon, Slovenska Bistrica, Brasov, Nicosia, Genova, Grand Angoulême, Belfast, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities and the HUB-IN Alliance. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main clusters with the potential to deliver sustainable transformation of HUAs: 1) Culture and Creative industries, 2) New Lifestyles and 3) Resilient and Human Connected Places.

Vision

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

The Consortium behind HUB-IN



FOREWORD

Our historic urban area is a combination of architecture and nature, still preserving its authenticity and local identity. To reach its full potential, the area needs to undergo a process of urban transformation and heritage-led regeneration through innovation and entrepreneurship, while conserving its unique cultural, social and environmental identities and values.

As a city we are committed to fight against the neglect and the abandonment of our historic urban area caused by the touristification effects, the intense commercial activities and the lack of preservation for our local identity and heritage. Our goal is to turn it into a people centric, attractive for all ages, family friendly but also vibrant destination, home to a range of innovative and creative entrepreneurs, where the community thrives. The Historical Centre needs to set the focus on making the city's residents feel welcomed as well, as currently it is easily turning into a highly popular destination for tourists only. The regeneration process should provide resources to identify creative and sustainable solutions to showcase the local heritage, turning it into a source of inspiration, actively involving the local community.

With this roadmap we are engaging to combine the following three pillars into our strategy:

- 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.

Attaining this goal calls for the engagement of everyone involved. Therefore, this roadmap is the result of a co-creation and co-design work conducted in the framework of the HUB-IN project. During the period June 2021 – May 2022, a series of participatory workshops, interviews and questionnaires were conducted with local stakeholders and citizens.

In June 2021, a series of interviews revealed Brasov's Municipality vision of development for the historical urban area, allowing ABMEE, the local energy agency, to take the lead into the transformative and regeneration process, through the HUB-IN project. The Municipality pointed out the main issues the historical area was facing, as well as the plans to avoid these problems.

During the first edition of the Green Cities Forum, an event organized by Brasov Municipality in September 2021, ABMEE carried out a public consultation of the HoReCa (Hotels, Restaurants, Caffeés) community, owning businesses or providing services in the historical urban area, in order to determine:

- What are the obstacles to develop sustainable tourism at the moment?
- What could be done to avoid the touristification effects, leading the way to providing sustainable tourism services?
- How can the local community get involved to support the municipality and local actors in the process of implementing the proposed solutions?



Following this consultation, ABMEE submitted to the municipality a report on the problems identified, the proposed solutions and the activities that can be implemented.

In November 2021, ABMEE started the collaboration with a bureau of architects, in order to support the municipality with deep diving into the issues that need to transform in the historical urban area, proposing a study about how to find the balance between functionalities of the HUA, allowing an inclusive use of the public domain, with the people's needs at the centre of the study.

In February 2022, quantitative research was carried out by ABMEE and a team of sociologists, with the aim to support the regeneration process of the HUA by determining the general perception of the citizens and tourists, following sustainability principles, combating "touristification", capitalizing on the patrimony and local specifics.

The quantitative research collected inputs from 385 people between 18-65 years old, residents or non-residents of the studied area.



The result of the quantitative research suggests that the historical center of Brasov is perceived rather as an area of entertainment, of parties, having as target group, especially the youth. In this context, ABMEE considers fit the identification of areas in the proximity of the historical center, in order to be developed as alternative leisure spaces for the people of Brasov who are looking for a quieter environment.

Even if the historical center of Brasov seems to be much more attractive to young people up to 25 years old, the large majority of the study participants emphasized that when they visit the historical urban area, they feel relaxation, joy, the main reason for coming here being depicted by walks with family or friends to relax.

In March 2022, a collaborative multi-stakeholder workshop was organized to identify the best options Brasov has for becoming a people friendly desired destination, a sustainable example for other cities, a vibrant area for all ages and categories, fighting neglect and gentrification in the HUA.

In August 2022, together with the team of architects hired through HUB-IN, ABMEE presented the CAMP Prague model to Brasov Municipality (Mayor, Deputy Mayor, Chief Architect, Citizens Innovation Department) as a basis to develop its local hub of innovation and entrepreneurship.

The Mayor of Brasov, Mr. Allen Coliban, revealed citizen's wish list for the HUA:

- More pedestrian areas and more green spaces in the HUA
- The development of a market for the local producers
- More cultural centres
- Rehabilitation of historic monuments
- More cultural events, live performance acts
- The redesign of the local street commerce and performance regulation to preserve local products, local talents and local identity



The leader of the architects collaborating within the HUB-IN project, Mr. Alexandru Belenyi, showed some of the soft spots of the HUA:



- There are almost no resting spaces in the centre belonging to the public space
- Tourism has taken over the historic centre, there are over 400 AirBNBs
- We should reverse from Tourism-Housing-Education to Housing-Education-Tourism
- There are many small squares and meeting places that can accommodate vegetation, fountains or pretext objects such as furniture, urban art, playgrounds
- There is a high need for more leisure spaces, places to rest, panorama sightseeing points as the HUA becomes more and more commercial, allowing people only to eat and drink, without really enjoying the scenery, nature, architecture, monuments and the view.

The sociologist leading the quantitative research over the HUA, Mr. Romulus Oprica, described the perspective of citizens concerning the historic centre:

- The centre is perceived as agglomerated and agitated, but still a hotspot for gatherings, parties and relaxation
- A large proportion of residents avoid the HUA as it is too crowded, but they find the area beautiful, clean, modern, needing minor rehabilitation
- There is an acute need of cultural acts and events, of places where one can enjoy live performances, art, monuments or nature
- The percentage of green space per inhabitant is too low, people feel the need of having more vegetation in the HUA, more greenery, even urban gardens.



To conclude, close cooperation between stakeholders and citizens was of decisive importance in the design process, and this ongoing partnership will likewise play an essential role in bringing the strategy to life.

Table of Contents

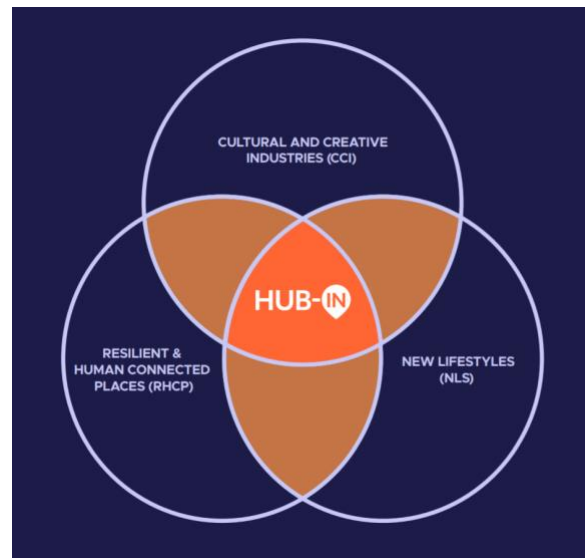
ABOUT HUB-IN	4
Mission	4
Vision	4
The Consortium behind HUB-IN	4
FOREWORD	5
INTRO: WHAT MAKES A HUB-IN PLACE	10
THE ROADMAP IN A NUTSHELL	12
PART 1 – THE CONTEXT MAKING THE HUB-IN PLACE IN BRASOV	14
1.1 - An introduction to Brasov: centuries of history where old meets new	14
1.2 - Existing strategies	15
1.3 - Other related future policies and projects	16
PART 2 – THE HUA HOSTING THE HUB-IN PLACE IN BRASOV	17
2.1 - The HUA of Brasov	17
2.2 - Perception of the HUA	17
2.3 - Brief SWOT of the area	19
2.4 - HUB-IN place	23
PART 3 – THE VISION, VALUES AND MISSIONS FOR THE HUA OF BRASOV	24
3.1 - Vision	24
3.2 - Values	24
3.3 - Missions	24
PART 4 – ALLIANCES, PARTNERSHIPS AND PORTFOLIO OF ACTIONS	26
4.1 - Overall governance aspects	26
4.2 - Potential future collaboration, partnerships and key actions	27
4.3 - Portfolio of Key actions	27
PART 5 - BRAND IDENTITY	36
5.1 - Brand vision	36
5.2 - Brand mission	36
5.3 - Brand objectives	36
5.4 - In short	38
ANNEXES	39

Intro: what makes a HUB-IN place

HUB-IN Places¹ | 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 favors sharing knowledge, open innovation processes and the development of innovative circular models.

HUB-IN clusters² | The HUB-IN Framework concept adopts a strategic cluster approach to the regeneration of Historic Urban Areas (HUA) through innovation and entrepreneurship. HUB-IN clusters of innovation are economic, social and ecological hotspots of innovation at the neighborhood scale for the heritage and cultural led regeneration of HUAs.

HUB-IN identifies three main common clusters of innovation that should not be seen as silos of activities, but rather intertwining activities across the three clusters complementing and contributing to the development of HUB-IN Places.

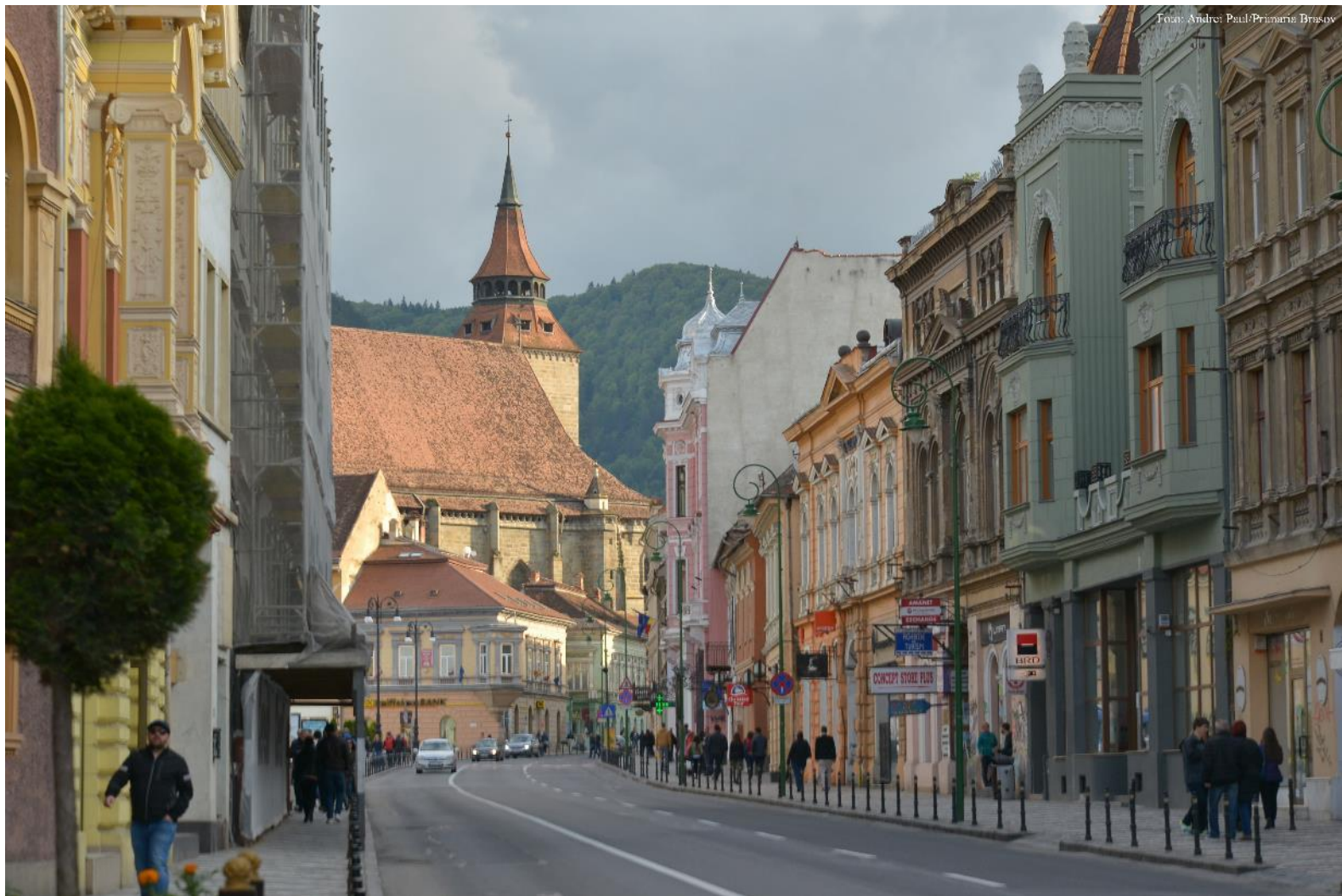


Culture and Creative Industries (CCI)	Cultural heritage is at the centre of innovation and creativity, to nurture socio-economic development.	Innovative products and services Adaptive reuse of traditional skills Cultural and creative tourism
New Lifestyles (NLS)	Innovative sustainable living patterns, inclusivity, and diversity, are the main ingredients to improve well-being.	Consuming & prosuming Living Mobility Health & well-being
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.	Environmental balance Empowering communities Liveable and human connected places

¹ HUB-IN Framework: The Ingredients of a HUB-IN Place - available at: <https://hubin-project.eu/library/the-ingredients-of-a-hub-in-place-hub-in-framework/>

² HUB-IN Clusters of Innovation – HUB-IN Framework – available at: <https://hubin-project.eu/library/hub-in-clusters-of-innovation-hub-in-framework/>

Roadmap in a nutshell



HUB-IN Braşov Roadmap

Vision

The local hub strives to foster Braşov historic urban area as an authentic, multicultural, sustainable and inclusive place that invites people of all age groups to linger and take their time to enjoy and own the public space while highlighting its traditions and creativity.

The Braşov HUB-IN Place

The main HUB-IN place is the historic urban area of Braşov, slightly extended to include other attractions as well, such as the Drama Theater, the Fortress Hill, the old centre - Unirii Square.

Values



**Genuine &
Inclusive**



**People-centric, relaxing,
seeking physical &
psychological well being**



**Sustainable &
Resilient**



Aim

To find and nurture a dialogue between old and new, heritage and innovation that inspires and learns. While tourism is very important for the city, the preservation of an authentic and local identity and of a place that is vibrant and welcoming for its inhabitants is also of the utmost importance.

Mission 1

Rethink the use and the planning of the public realm with a people centric approach as a place to congregate, relax and enjoy a good quality of life

- Redesign small public squares and intersection points as places for people to congregate and relax (vegetalisation, drinking fountains, public artwork by local artists ideally interactive and telling the stories of the place, playgrounds, funny statues inviting people to join in and take a picture etc)
- Design and implement temporary use of the public space for different functionalities and user groups creating a special, changing atmosphere and dynamic in the HUA according to different moments of the day
- Organize a designers' contest for multi-functional, interactive, inclusive and nature-based urban furniture allowing people to use the public space with a non-commercial relationship
- Support regulation of public and private advertising and provide appropriate guidance to control light pollution and use of defined materials (wood, stone)
- Support redefining the HUA parking policy freeing parts of the HUA from cars (reduce number of parking spaces, pedestrianize the public realm)

Mission 2

Promote a local sustainable tourism

- Define the profile of the tourist the HUA wants to attract
- Decongest the HUA's small area of tourists by diversifying the touristic offer towards other attractions in the metropolitan area (e.g. Poiana Brasov, Lake Noua, Tampa Mountain, Pietrele lui Solomon, zoo) and ensure sustainable access (car sharing, bike sharing)
- Connect all the touristic highlights in an attractive manner
- Position Brasov as a leader in sustainable tourism by building a strong strategy together with the HoReCa sector
- Support the regulation of tourism in the HUA
- Exploit the potential of niche tourism in the field of sports and nature

Mission 3

Create a vibrant city centre via a lively cultural and events offer for residents and visitors

- Build an offer of micro events that are compatible with residents' needs
- Diversify the location of the events
- Map and highlight the local artist community
- Set up a cultural and creative programming for children

Mission 4

Ensure authenticity and highlight cultural heritage and traditions

- Map and recover old urban furniture (e.g. water fountains, benches)
- Set up a programme for the refurbishment of inner courtyards
- Exploit augmented reality applications to highlight tangible and intangible heritage
- Design a lighting scheme to emphasize heritage buildings
- Map and build a database of existing local arts and crafts and urban artists
- Set up a network of urban artists and craftsmen
- Create a physical space in the HUA for the promotion and showcasing of local arts and crafts

Part 1 – The context making the HUB-IN place in Brasov

This part presents the context conditions in Brasov at the start of the HUB-IN process. It includes the main local policies and strategies, as well as key projects and actions already ongoing in Brasov. The local strategies, policies and actions are linked to the most relevant HUB-IN clusters to provide a clear overview of the local framework conditions based on which the HUB-IN place in Brasov is developed.

1.1 - An introduction to Brasov: centuries of history where old meets new

Brasov is situated at the centre of Romania, in the Transylvania region and it is considered the heart of the country. The city is easily accessible from Bucharest as well as other major Romanian cities, being placed at the connection of historic routes that link the main provinces of Romania. Brasov is a growing city with nearly 300 000 inhabitants, attracting people from all over Romania who come to find a good quality of life.

Founded by the Teutonic Knights in 1211, Brasov is embedded in deep history that spans from the Ottoman Empire to the fall of the USSR. The city's medieval ambiance, which has been used as backdrop in many period films, attracts over 1,500,000 tourists per year, who visit the old medieval citadel towers, the Gothic cathedral and the striking renaissance and baroque architecture. Brasov is the second most visited city in Romania, after Bucharest, the capital. Therefore, tourism is one of the main pillars of the local economy and in line with this, the HoReCa sector is very important.

In addition to its significant architecture and monuments, Brasov is also surrounded by the Carpathian Mountains, making it one of the greenest cities in Romania. The foot of Mount Tâmpa, one of Brasov's landmarks, is the destination for many sports activities and outdoor leisure.

Since being named the Green Capital of Romania in 2011, the city has continued to dedicate itself to nature and biodiversity, which translates into a wider effort at sustainability in all its forms, from promotion of eco-tourism to development of greener policies (for instance, creating the Brasovia Park with focus on protecting biodiversity while developing also the eco-tourism). Indeed, Brasov is trying to build on and strengthen its identity and rich local heritage by driving more awareness of the city's attractions, events and green spaces and actively involving citizens in these processes; promoting local sustainable planning at the neighborhood level; transforming public transportation, reducing consumption by rehabilitation of buildings and raising the share on local renewable energy sources (RES). Therefore, at the end of 2021 Brasov's municipality took some important steps towards its climate neutrality 2050 objective. It signed a contract to buy green electricity for the 75 public institutions under the authority of the Local Council, for the public lighting, traffic lighting and the ski area. This energy comes from renewable sources, making the city a national pioneer in this field!

Brasov embodies a constant search for balance between old and new, preserving its historical identity while being home to modern industries such as automotive, textiles, IT and a large brewery, as well as hosting one of the most important universities in the country, Transylvania University, with over 20 000 students yearly. There are many faculties: engineering, medicine, art, social sciences, forestry, environment, transport and mobility. There is also a research institute and several multi-cultural centres within the university and in the city.

The balance of Brasov is also in its multiculturalism, being a city where ethnic Hungarians and Germans coexist in harmony with the majority Romanian population. The historical center is the living proof of this coexistence where schools teaching in Romanian, German and Hungarian are included in the same perimeter.

1.2 - Existing strategies

2050 ROADMAP TO CLIMATE NEUTRALITY

New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP)

The main goals of the strategy are:

- Ensuring that the city's energy transition is inclusive and fair
- Engaging in a participatory planning process to put citizens at the centre of deciding on the city's future
- Transform Brasov into a model for climate transition in the Central-Eastern European Region and recognized as the 'Green Capital of Romania'.

2030 CULTURAL STRATEGY³ IN LINE WITH BRASOV VISION FOR 2030⁴

Culture and Creative Industries (CCI) | Resilient & Human Connected Places (RHCP)

It focusses on:

- Transition from a monocentric cultural offer to a developed polycentric, inclusive and diverse offer
- Highlight historical and cultural heritage and preserve cultural identities
- Support contemporary cultural and creative diversity
- Develop interactivity-friendly offerings, using new technologies and participating in the European circuit of cultural values
- Develop a creative economy - the development of cultural entrepreneurship and the support of cultural and creative industries for increasing the economic competitiveness of the municipal and the metropolitan area
- Develop synergies with the education, economic, tourism and employment sectors to increase the quality of the cultural offer and its consumption

SUSTAINABLE URBAN MOBILITY PLAN⁵

New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP)

Brasov is one of the first cities in Romania to have such a strategy, its main focus points are:

- Accessibility: ensure access to main services and destinations to all citizens
- Safety and security
- Pollution reduction: air, soil, water, noise pollution, CO2 and reduce energy consumption
- Improved efficiency and effectiveness in terms of transportation costs of people and goods
- Contribute to increase attractiveness and quality of the urban environment

SUSTAINABLE ENERGY AND CLIMATE ACTION PLAN (SECAP)

New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP)

Developed in the framework of the Covenant of Mayors initiative to set a 55% GHG emissions reduction objective for 2030, using an integrated and cross-sector approach. Actions are planned in public buildings,

³ For more information (in RO): <https://www.brasovcity.ro/file-zone/financiar/program-investitii/cultura/2019/Strategie%20pentru%20cultura.pdf>

⁴ For more information (in RO): <https://cultura.brasovcity.ro/strategie/>

⁵ For more information (in RO): <https://www.brasovcity.ro/file-zone/strategii/Plan%20mobilitate%20urbana/Brosura%20SUMP%20RO%20v8.pdf>

lighting, heating, transport, waste management, circular economy, participatory processes etc. The SECAP will be publicly launched in November 2022.

GREEN CITIES FORUM⁶

New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP)

An annual event taking place in September that positions Brasov as an important hub of debates on environmental policies, mobility, selective waste collection, urban reconversions etc.

BRASOVUL PRIN PROIECTE / HUB BRAȘOV HUB (BRAȘOV THROUGH PROJECTS)

There was a pilot project for the refurbishment of 4 courtyards within the participatory project, among them one where the ancient wall of the old city is passing. These will be potentially open for 4 hours during the weekend to allow people to visit the medieval courtyards.

1.3 - Other related future policies and projects

HISTORICAL BRASOV, A CULTURAL CITY (2021-2023)

- Foundation for Monuments: 15 submitted projects for the rehabilitation of historical facades through fiscal facilitation mechanism
- Over 60 cultural events, concerts, fairs held in Brasov
- Contest of solutions for the rehabilitation of the Council Square: a winning solution was selected, however the refurbishment is paused as there is much controversy around the solution as the citizens are not in favor of the proposed plan. For now, the Local Council has blocked the process, not authorizing the implementation
- A new local cultural strategy is under development

BRASSOVIA NATURAL PARC – UNESCO

Include Brasov in Brassovia which will be designated as a protected natural area of interest; the project will include:

- Sustainable Tourism Strategy
- Biodiversity Study
- Integrated GeoPortal
- Marked hiking & biking tracks
- Cultural & educational events
- Development of the city branding strategy

Other relevant key initiatives and projects can be found in ANNEX 1.

⁶ For more information: <https://fovbv.ro/>

Part 2 – The HUA hosting the HUB-IN place in Brasov

This part presents the historic urban area of Brasov, where the HUB-IN place will be located.

2.1 - The HUA of Brasov

The historic urban area of HUB-IN is the former Brasov Fortress. Known for its medieval Saxon walls and bastions, as well as for the high gothic style Black Church, the pilot area is located in the historical centre of the city. The Council Square, set in the paved old town, is surrounded by colorful baroque buildings and has the Council House in the middle, which used to be the town hall and has since been turned into a local history museum. Brasov HUA is framed by the Old Fortress Wall and guarded by the greenery of Mount Tâmpa. It is an area with great potential for open spaces and places for arts and culture.

This historical urban area, covering the space of the ancient fortress of Kronstadt, was chosen for the HUB-IN project because it is the heart of the city’s tourism and the place to be when visiting Brasov. Its narrow streets, squares, iconic architecture and historical monuments are aligned with its natural amphitheatres and centres of culture and art -- the destination for leisure and entertainment.

There are 635 buildings in the HUA with an average of 9 households / building, many facades and inner courtyards that are in decay and the over-touristification effect is more and more visible: less space for residents in the public realm, less services and shops for residents, a feeling of crowdedness.

2.2 - Perception of the HUA

Via a poll conducted between February and March 2022 and gathering 385 responses, out of which a big majority from Brasov inhabitants (78,85 %) the perception of the HUA was seized:



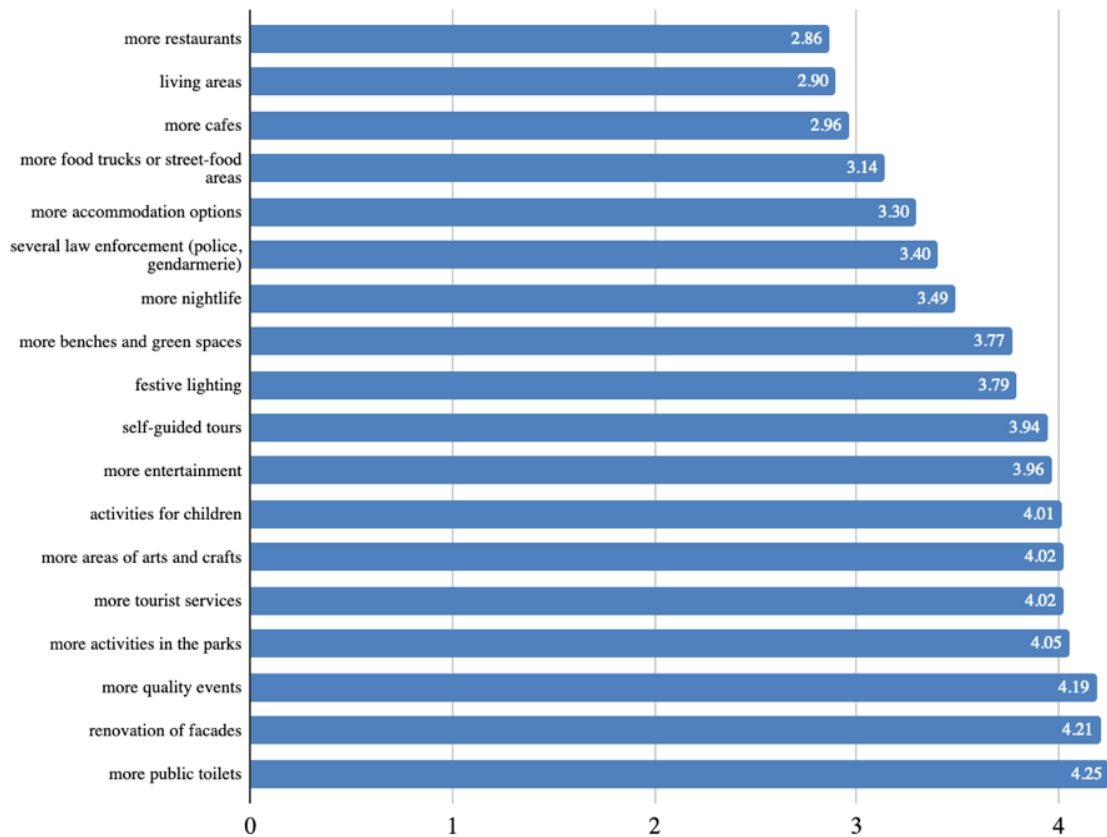
When asked about general association to the historic urban area, the words that come to mind are: clean air, mountain, beautiful, tourism, history, civilization.

When asked about the general ambience of the city centre the words that come to mind are: crowded, congestion, quiet

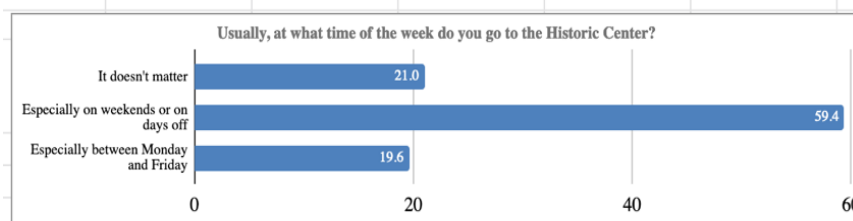
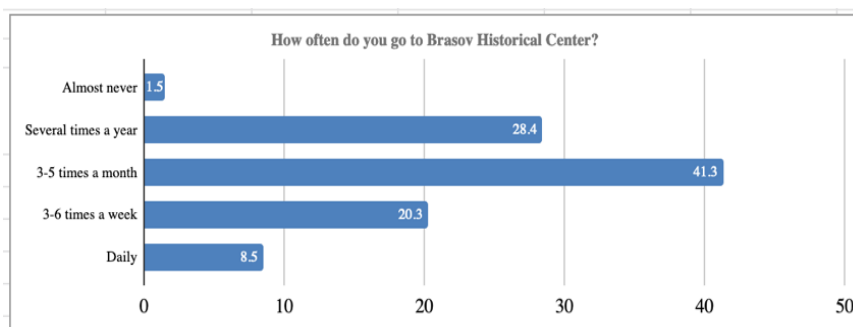
When asked about the tourism potential the attractions that come to mind are: Lake Noua, the Poiana Braşov ski resort, the Tampa Mountain

Concerning the possibility of increasing the attractiveness of the HUA, the respondents mention that it needs more quality services (for e.g. public toilets), increase renovation of the facades, more quality events, more activities in the park, more areas for arts and crafts, more tourism services, more activities for children.

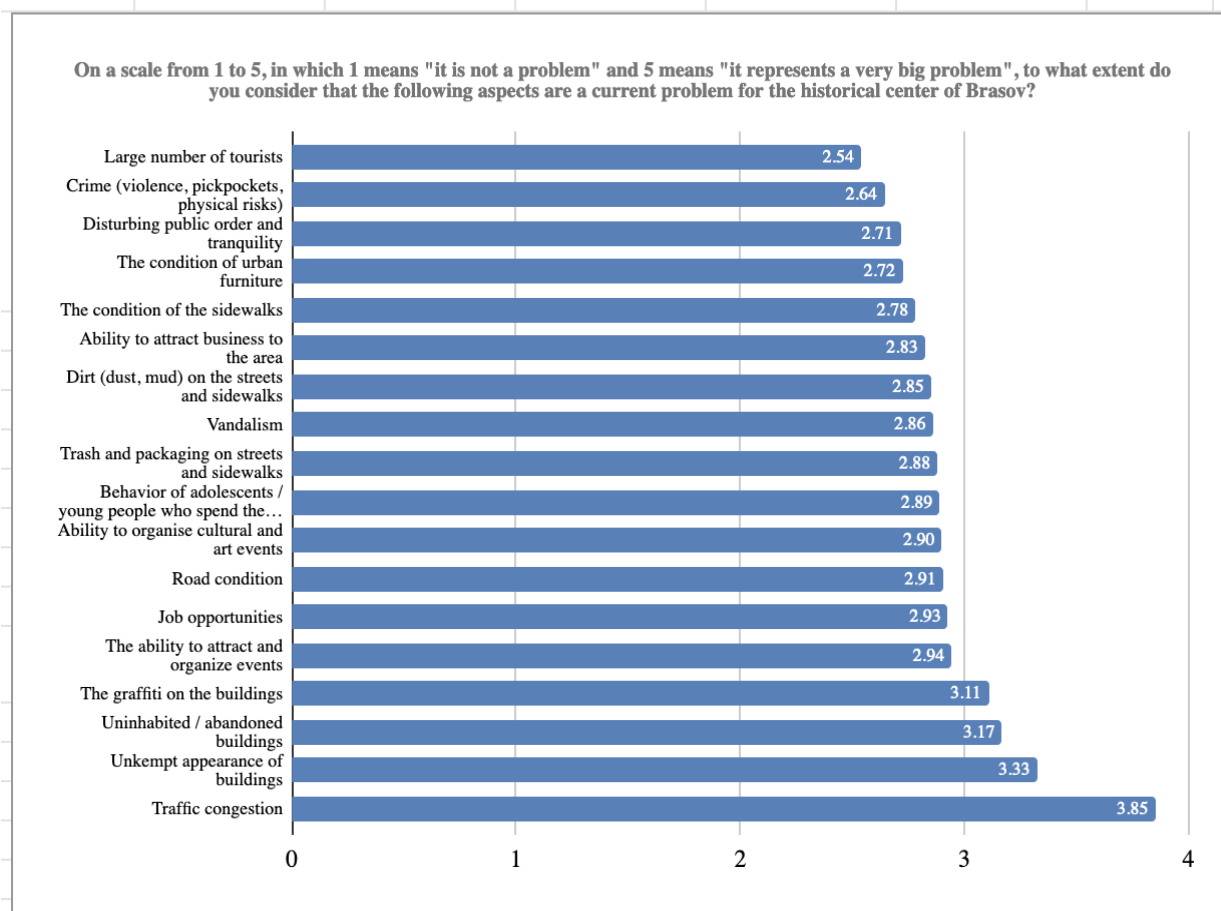
On a scale from 1 to 5, in which 1 means "certainly not" and 5 means "certainly yes", to what extent do you consider that the historical center of Brasov needs the following to be more attractive?



It is striking that although the majority of respondents are residents, almost one third go only several times a year to the HUA whereas more than 41% go to the HUA only 3-5 times/month and 60% visit the HUA during weekends or days off.



When questioned about the main challenges of the HUA, the main problem underlined by the residents is traffic congestion and the state of the buildings, followed by a lack of attractive events and job opportunities.



2.3 - Brief SWOT of the area

Strengths

- There are strong educational institutions located in the HUA (Transylvania University, one of the most important in the country, with over 20,000 students; faculties such as: engineering, medicine, art, social sciences, forestry, environment, transport and mobility).
- There are many popular tourist attractions (e.g. Black Church, Council Square, The first Romanian School, Fortress walls, Brasov Citadel, Mount Tâmpa The narrowest street in Europe - Strada Sforii)
- There are many events such as handicrafts fairs, local products fairs, Street Food Festival, Digital Art Media Festival (Amural)
- Existing long-term visions and strategies (e.g. Brasov Sustainable Energy and Climate Action Plan for 2020-2030 and Brasov Climate Neutrality Roadmap 2050)
- Good municipal transport system for scholars and students from the different neighborhoods towards the schools in the city centre.
- The strong point of the city centre is that it is still inhabited by locals, avoiding the museumification of the town and bringing in authenticity by being the soul of the city.
- Brasov recently created a new municipal department focusing on community relations and innovation, to join forces with the NGO and community on the ground. The purpose is also to improve the way the communities are activated, inform the residents better on what can be legally implemented, and transform the pioneers in the community into project managers in the field. In 2020 there was a first attempt to participatory budgeting with a fund dedicated to support civil society to set up and implement their initiatives.

Weaknesses

- The local policy regulating the use of the public realm by the HoReCa sector is general and not adapted to each street and square which leads to an unbalanced use of the space (e.g. some streets and squares are almost fully occupied by terrasses allowing only corridors of passage of 1.5 meters large).
- Urban furniture is absent or outdated leading to the “privatization” of the public realm, linking most of its use to a commercial relationship as the city centre is literally invaded by terrasses of restaurants and bars, the (generally) only place for people to congregate.
- Therefore, this leads to unbalance as currently the public space is privileging tourists over the residents who are offered less space.
- Perception that the HUA is crowded over the weekend makes citizens from the other neighborhoods visit and enjoy the HUA less often.
- Some buildings are an empty shell, with the façades being used only for commercial purposes and the rest of the building being uninhabited.
- Decreased housing stock due to homes being converted into restaurants and cafes.
- Too many cheap and long-stay car park opportunities in the HUA lead to a car-centric approach of the public space (e.g. many institutions such as universities pay for parking spaces for their personnel).
- Traffic jams in front of schools during morning rush hours and poor parking directly on the pavement or one of the street lines.
- Events organized were large scale and not adapted to the citizen’s needs (e.g. Cerbul de Aur/Golden Stag festival - the most popular national song contest and awards festival).
- Most events take place in the same location, the main square (Piata Sfatului), with no or less animation of other streets and squares in the HUA.
- No attractive offer for the youngsters to linger in the city centre after school and university.
- Light pollution due to unregulated advertising and lack of guidance (illuminated advertising panels and logo signage; dynamic lighting by retailers, bars, restaurants; store signs and lighting are left on after closing time).
- The HUA is not inclusive as it is not adapted to the disabled persons and it is not children friendly (e.g. inappropriate planters, no audio visual guidance)
- Decay of the inner courtyards (approx. 635 in the HUA).
- There is no socio-economic study with data sets on building use, building quality, quality of living.
- Tourism is disproportionate between weekend (over touristification) and weekdays (almost no tourists) leading to:
 - Unsustainable jobs in the HoReCa sector (e.g. daily jobs for waiters, only during weekends)
 - Negative impact on the quality of services and on the ambience.
- A high proportion of the population located in the HUA is elderly citizens.
- Many low-income residents.
- Traditions and crafts are almost absent from the city centre.
- Existing local products, traditions, crafts and facts and figures are not promoted and thus are not known. For instance, local food and traditions are not highlighted in the restaurants; nor is local music or interesting local history (e.g. Brasov is home to the first school of Romanian language).
- Currently, there is no specific branding strategy defined for the city, including an identity to which everyone feels they belong.

Opportunities

- Seize the opportunity under the new Cultural Heritage Code to list some of the natural and historic sites as cultural patrimony (e.g. ancient drinking fountains and natural and cultural landscapes) and thus as protected areas so that developers cannot invade them with new constructions and all cultural activities would need to be organized in such a way that they don’t leave a negative trace.

- Existing interest in sustainable tourism by the HoReCa sector in the HUA, shown by the results of a consultation process in autumn 2021 in the framework of the Green Cities Forum with several good ideas from the sector (e.g. electric vehicles for deliveries, underground selective waste collection places).
- Natural advantage of Brasov to become a sustainable tourism spot as it is a green city, with a lot of forests and a strong political wish to become a green capital.
- Mount Tâmpa with wild nature and natural amphitheatres as a space for cultural events
- Many walking and trekking routes with a potential to exploit for niche tourism
- Presence of educational and cultural institutions in the HUA giving opportunity for a dynamic neighborhood with a huge human skills potential.
- There are specific local festivals that have a good potential to be further developed and built on; such an example is the Lads Parade: a festival that connects the old and the new (costumes, songs and habits are publicly shown).
- Brasov's local artists and cultural and creative industries have a lot of potential, having talented resources and many famous names originating from there.
- The old fortress towers are now under the administration of the local authority and can be rehabilitated and developed as spaces for exhibitions, cultural or artistic activities, museums, craft businesses etc.

Threats

- No feeling of ownership of the urban commons by the residents, being constantly pushed to over-consumption (aggressive advertising, lack of free to use urban furniture to congregate).
- Desertification of the HUA and abandonment by the locals towards a place for tourism alone.
- Negative effects of unregulated rental for tourists (e.g. Airbnb) leading to high renting prices that locals cannot afford or to a feeling of intrusion into the semi-private space of the inner courtyards, thus creating tensions.
- Disappearance of basic services for residents' everyday lives (pharmacies, small shops, grocery stores with accessible prices etc).
- Loss of local identity due to globalization, interconnectivity and migration (e.g. no or few restaurants with local food and music, almost no crafts and traditions etc).
- Low quality tourism services due to fluctuation in HoReCa hired personnel (e.g. seasonal or during weekends), short programme during the week.

In August 2022, ABMEE had a consultation with Brasov Municipality to present the final draft of the HUB-IN Study *“Towards a balanced and inclusive use of the public domain in Brasov Historic Urban Area. Unification of the appearance and diversification of the types of urban furniture and accessories available for the functionalization of the public space in the HUA”*, developed by the team of architects hired through the project.

The Study revealed:

- What are the consequences of the public space privatisation versus giving it back to the citizens
- The report between public and private space should not necessarily be equal, but neither overwhelming towards one side (as it is at present, most of the space being private)
- Urban regeneration can be done through the students and parents coming to the historical center (over 5,000 students daily, while the resident population sums up to 8,000)



Bottlenecks:

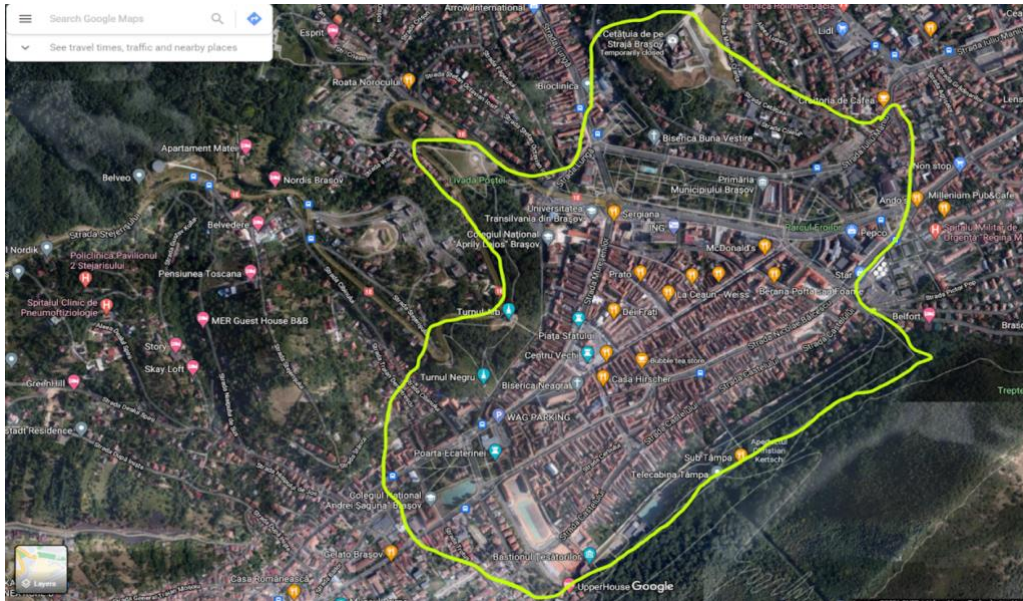
- If the private terraces will receive a new zoning, there is a high risk of losing half of the HoReCa sector
- However, the main commercial street of Brasov - Republicii Street - is strangled by terraces, so an extensive public consultation is needed to identify a suitable solution for all parties involved

Opportunities:

- The public consultation requires also the presence of HoReCa with businesses adjacent to Republicii Street, as they might prefer a different approach, with tourists and clients directed to other streets from the Historical Centre as well
- Brasov Municipality already started a debate and consultation over the update of the Regulations for Public Domain Occupation
- The public domain is also strangled by the multitude of trash cans, planters and other urban furniture. Space can be regained if these objects would be relocated following a good positioning plan
- Urban regeneration can succeed through a series of "Pretext Objects", created to give back public space to citizens, meant to support socialisation, without too many resources

2.4 - HUB-IN place

The main HUB-IN area is the historic urban area of Brasov, slightly extended to include other attractions as well, such as the Drama Theater, the Fortress Hill, the old centre - Unirii Square.



The focus will be on strengthening and emphasizing the authenticity of Brasov via local traditions, crafts, food, festivals, architectural lighting as well as redesigning the intersections and small public squares in the HUA with a people centric approach and where urban art is highlighted. Sustainable tourism is key along with the equilibrated use of the public realm by residents and visitors alike to avoid the museumification of the old town.

The physical hub⁷ will:

- showcase all the projects in the city to the citizens, inspired by the Camp Prague model⁸
- gather urban artists and local craftsman and wood designers
- be a makerspace for the artists to develop and show their products

The online hub will be a one-stop-shop to show all the art & culture services and offers in the city, events, happenings, museums, galleries, shows, live performances etc.

To respond to these objectives, in the framework of HUB-IN, diverse engagement and co-design activities gathered citizens and stakeholders to identify challenges and design solutions.

These are reflected into a set of actions and organized in four main Missions aligned with the HUB-IN clusters.

⁷ One of the options for the physical hub is the refurbishment of Brasov's Popular Cinema, however the consultation process is still ongoing as of August 2022.

⁸ Center for Architecture and Metropolitan Planning (CAMP). The guarantor and implementer of CAMP is the Prague Institute of Planning and Development, a conceptual centre established by the Prague City Council to coordinate architecture, urban planning, development, creation and management activities for the city. CAMP's main mission is to improve the current form of public debate on the development of Prague. CAMP is not only intended to serve architects, designers and investors, but also city districts, NGOs and the population as a whole as a primary source of clear and accessible information on the capital city's present and future form. In addition to its basic function as an information centre, CAMP also offers an exhibition hall with unique large-screen projection facilities, a study room, a cafeteria, an outdoor terrace and a modern conference hall, with a rich programme based on public debates, appearances by local and foreign experts, workshops, screenings and other activities. For further information: <https://praha.camp/>

Part 3 – The vision, values and missions for the HUA of Brasov

3.1 - Vision

The local hub strives to foster Brasov historic urban area as an authentic, multicultural, sustainable and inclusive place that invites people of all age groups to linger and take their time to enjoy and own the public space while highlighting its traditions and creativity.

3.2 - Values

- The HUA is sustainable and resilient
- The HUA is genuine and inclusive
- The HUA is people centric, relaxing, seeking physical and psychological well being

These values also apply to the future centre for the promotion and showcasing of local arts and crafts.

3.3 - Missions

Brasov aims to find and nurture a dialogue between old and new, heritage and innovation that inspires and learns. While tourism is very important for the city, the preservation of an authentic and local identity and of a place that is vibrant and welcoming for its inhabitants is also of the utmost importance.

The Missions will focus on:

- Highlighting tangible and intangible heritage in the HUA and its area
- Creating an equilibrated public space among its different functions (cultural, commercial, tourism, leisure, relaxation) via an improved urban planning master plan
- Maintaining and attracting residents to the HUA, making sure it continues to be inhabited by locals, who are part of its soul and are the custodians of the local heritage.

Mission 1 | Rethink the use and the planning of the public realm with a people centric approach as a place to congregate, relax and enjoy a good quality of life

This mission is oriented towards making the HUA attractive and pleasant to its different user groups, inviting to relax and be surprised by its changing ambiance and its temporary use. Local artists and designers will be valued for this multi-functional, vibrant and inclusive HUA design.

Main HUB-IN Clusters targeted: **Culture and Creative Industries (CCI) | New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP)**

Mission 2 | Promote a local sustainable tourism

This mission is oriented to support a sustainable tourism strategy and exploit new tourism opportunities and business models via niche tourism. One of the main goals is to build a coherent tourism map highlighting the different attractions in the HUA as well as outside the HUA to decongest the area of tourists.

Main HUB-IN Clusters targeted: **New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP)**

Mission 3 | Create a vibrant city centre via a lively cultural and events offer for residents and visitors

This mission is oriented to enhance the cultural offer and to leverage on the local artists' skills and talent. It will be implemented via a set of actions aimed at mapping the local artist community and creation of micro events spread throughout the historic urban area with a specific focus on the highlight of the Tampa Mountain which has the potential of a natural amphitheater.

Main HUB-IN Clusters targeted: **Culture and Creative Industries (CCI) | New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP)**

Mission 4 | Ensure authenticity and highlight cultural heritage and traditions

This mission is oriented to maintain and highlight the authenticity and identity of the area while boosting the experience of residents and visitors via creative and innovative ways that potentiate material and immaterial cultural assets. A specific focus will be set on the mapping and database of local arts and crafts. The ultimate goal of this mission is to create an Arts and Crafts Cultural Centre in the area.

Main HUB-IN Clusters targeted: **Culture and Creative Industries (CCI) | New Lifestyles (NLS) | Resilient & Human Connected Places (RHCP)**

Part 4 – Alliances, Partnerships and Portfolio of Actions

This part of the roadmap document includes the key actions identified during the co-creation process in Brasov. The set of key actions represent the way the HUB-IN strategies and principles are translated into practices locally.

Each action is linked to the key HUB-IN Ingredients to which the action is more likely to contribute. As defined in the *HUB-IN Framework: The Ingredients of a HUB-IN Place*⁹, the ingredients represent the key factors and considerations that are required to enable innovative and entrepreneurial behaviour to emerge and flourish in historic urban areas.

A more detailed list of the action ideas co-created with the local stakeholders can be found in annexes.

4.1 - Overall governance aspects

There are multiple stakeholders in Brasov's historic urban area. Key for the HUB-IN project are:

- The **Foundation for Monuments** is an organization focused on revising and coordinating monuments rehabilitation and conservation, refurbishment of the building facades, namely on preparing, coordinating and monitoring the work and financially supporting building owners from the municipal budget. The municipality is then responsible for the actual implementation of the works. The organization was created by the city council in 2021 and its board is composed of three municipal elected representatives, it has an executive director and an administrative staff. Currently, 15 projects were submitted for the rehabilitation of historical facades through this fiscal facilitation mechanism. 3 million lei are foreseen for the rehabilitation of 3 public streets into more user friendly and inclusive pedestrian spaces: alley along the sports highschool, Strada Sforii, Strada Alecu Russo.
- **Transylvania University** has several university buildings in the HUA and can provide social sciences expertise and volunteers for the local hub.
- The **Urban Art Depot** is an independent "art laboratory", located at the heart of the HUA, having launched complex art and urban culture projects for the past 15 years. They are trying to bring in the street the culture institutions (museums, order of architects). They are an influential connector in the local entrepreneurial community (art, tourism, gastronomy, local producers and craftsmen, sports, SMEs and NGOs). The Urban Art Depot will be the liaison between the city hall and the agency ABMEE and the citizens as there is still a gap between the institutions and the community. The Urban Art Depot local stakeholder tries to bring them closer by communicating through art.
- **The Czech Centre** in Bucharest - The Czech Center is a non-profit organization that promotes the image of the Czech Republic in Romania and supports the development of Czech-Romanian relations in all fields of culture, science, education, trade and tourism. This organization could help Braşov Municipality and ABMEE in replicating the Camp Prague model in Braşov.
- **BAAB** - A group of architects and urbanists initiating and supporting public actions of the urban realm, giving back the streets to pedestrians and rebalancing urban functions. BAAB supports ABMEE in its HUB-IN actions with studies against touristification, for reinstating the balance between urban functions in the HUA.
- **brandBerry** - A group of sociologists and researchers keen to support the urban regeneration of the HUA. brandBerry supports ABMEE within HUB-IN for qualitative and quantitative research.
- **HEBLU Lighting Design** - An independent lighting design consultancy established in Bucharest, aiming to provide quality lighting design as an integral element of architecture by focusing on how spaces and materials are experienced through light. HEBLU supports ABMEE under HUB-IN in all its actions regarding the architectural public lighting, within the HUA.

⁹ available at: <https://hubin-project.eu/library/the-ingredients-of-a-hub-in-place-hub-in-framework/>

4.2 - Potential future collaboration, partnerships and key actions

HUB-IN can build on the existing Foundation for Monuments and enlarge its scope and alliance, in order to create a sustainable long-term partnership:

- Open the scope of the foundation from the refurbishment of the façades to refurbishment of public spaces and inner courtyards as well as temporary solutions tested in the public space and their monitoring.
- Establish a collective consultation body for the projects to be implemented in the framework of the Foundation. This body should be composed of experts and citizens that gather once per month to define the strategic orientation of the future projects.

4.3 - Portfolio of Key actions

The enablers, challenges, tools for implementation and other considerations for all the actions are classified included in the ANNEX 2. These are based on the Roadmap workshop carried out in March 2022 with cross sector representation.

Mission 1 | Rethink the use and the planning of the public realm with a people centric approach as a place to congregate, relax and enjoy a good quality of life

KEY ACTIONS SUMMARY

A1.1 Redesign small public squares and intersection points as places for people to congregate and relax (vegetation, drinking fountains, public artwork by local artists ideally interactive and telling the stories of the place, playgrounds, funny statues inviting people to join in and take a picture etc)

A1.2 Design and implement temporary use of the public space for different functionalities and user groups creating a special and changing atmosphere and dynamic in the HUA according to different moments of the day

A1.3 Organize a designers' contest for multi-functional, interactive, inclusive and nature-based urban furniture allowing people to use the public space with a non-commercial relationship

A1.4 Support regulation of public and private advertising and provide appropriate guidance to control light pollution and use of defined materials (wood, stone)

A1.5 Support redefining the HUA parking policy freeing parts of the HUA from cars (reduce number of parking spaces, pedestrianize the public realm)

A.1.1: Redesign small public squares and intersection points as places for people to congregate and relax (vegetation, drinking fountains, public artwork by local artists ideally interactive and telling the stories of the place, playgrounds, funny statues inviting people to join in and take a picture etc)

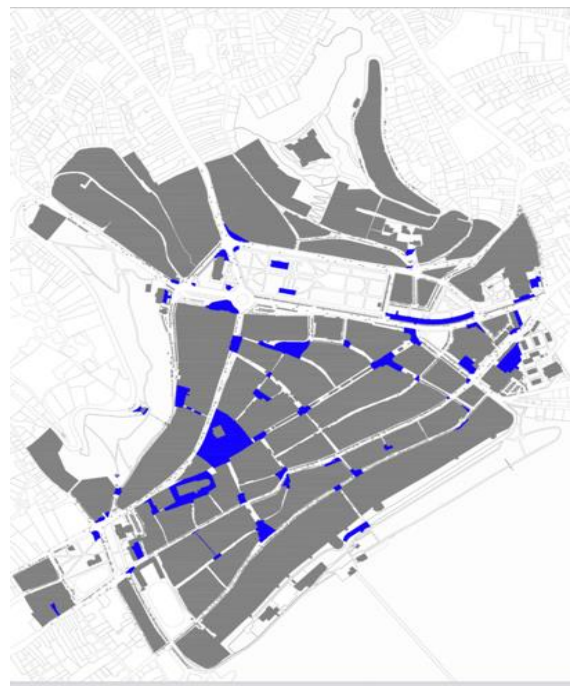
Focus on intersection spaces and small squares that are essential gathering spaces where design elements could be proposed focused on the following:

- Vegetation adapted to the space in terms of size and maintenance
- Urban art by local artists to raise awareness and interact on climate change and sustainability
- Urban furniture (playground, chilling spaces, urban art)
- Public drinking fountains

- Events programme and everyday performance (to attract people to linger in the public space) – linked to Mission 3
1. **Alliances, Partnerships:** Brasov Municipality, Green Spaces Department, Architects Order, Cultural Associations
 2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Marketplace/demand,
 3. **Expected impact:** Create more realm in the HUA, design more resting and relaxing places, initiating more liveable experiences for enjoying the time in the HUA

A1.2: Design and implement temporary use of the public space for different functionalities and user groups creating a special and changing atmosphere and dynamic in the HUA according to different moments of the day

- The HUA is a test space for different temporary solutions thus keeping its surprise effect
 - Only successfully rated public furniture and design is implemented on a permanent basis
 - Mobile commercial structures that can be removed at the end of the day or during certain events to free up the public space for non-commercial purposes
 - Play Ambient and relaxing music in the public space
1. **Alliances, Partnerships:** Brasov Municipality, local business owners in the area, local HoReCa in the area, press, civil society
 2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Leadership,
 3. **Expected impact:** Create a live changing scenery, a more active HUA, an experience driven place ready to be explored by residents and tourists.



A1.3 Organize a designers’ contest for multi-functional, interactive, inclusive and nature-based urban furniture allowing people to use the public space with a non-commercial relationship e.g. lounge space, access to electricity for free to charge devices.

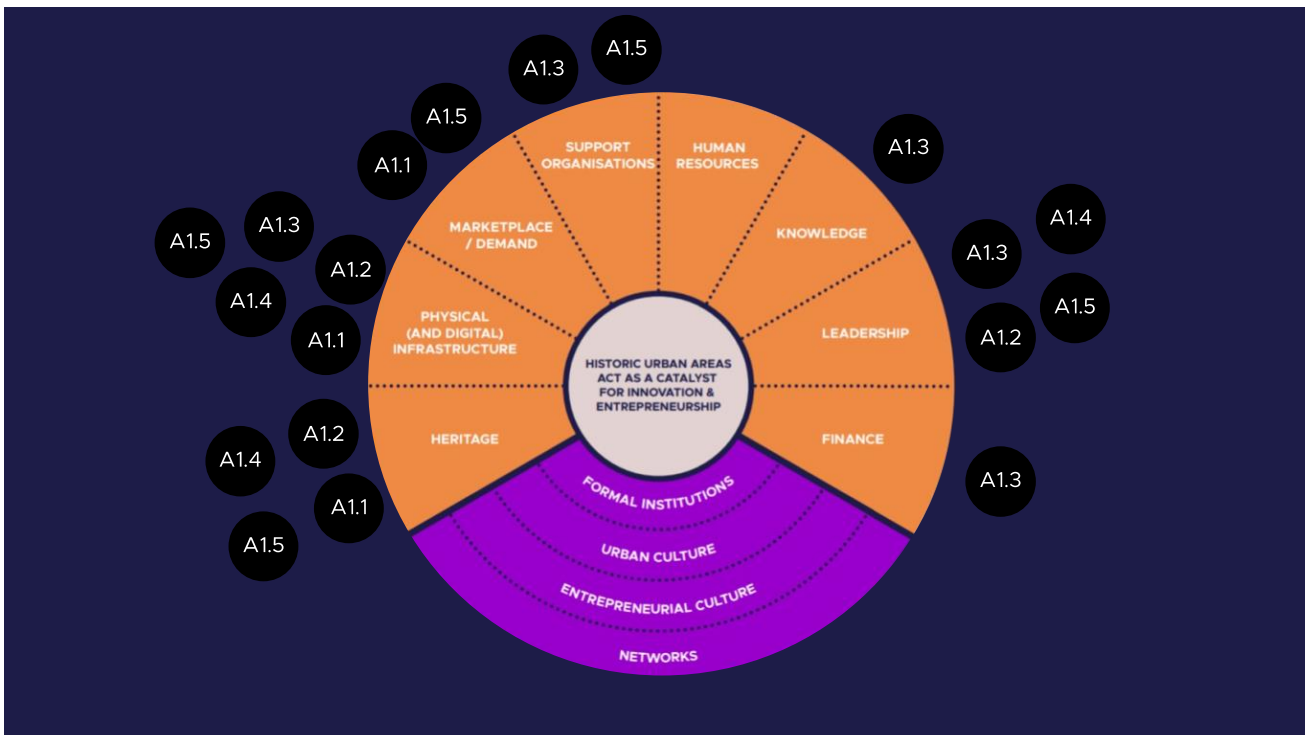
1. **Alliances, Partnerships:** Brasov Municipality, Architects Order, Transylvania University
2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Support Organizations, Knowledge, Leadership, Finance
3. **Expected impact:** Increased communication and collaboration between the local authority, the cultural and creativity environment and the academia, supporting the acceleration of the co-creation process for the urban regeneration of the public space

A1.4 Support regulation of public and private advertising and provide appropriate guidance to control light pollution and use of defined materials (wood, stone)

1. **Alliances, Partnerships:** Brasov Municipality, ABMEE, HEBLU Light Design, Flash Lighting Services
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Leadership,
3. **Expected impact:** Appropriate public and private advertising for a historical centre, moderation in light advertisements, unitary appearance of the area.

A1.5 Support redefining the HUA parking policy freeing parts of the HUA from cars (reduce number of parking spaces, pedestrianize the public realm)

1. **Alliances, Partnerships:** Brasov Municipality, Civil Society Organizations, Traffic Police
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organizations, Marketplace/demand, Leadership,
3. **Expected impact:** Lower traffic, lower pollution, less traffic jams, calmness, tranquility, reclaiming streets for citizens use, more playgrounds



KEY ACTIONS SUMMARY

A2.1 Define the profile of the tourist the HUA wants to attract

A2.2 Decongest the HUA's small area of tourists by diversifying the touristic offer towards other attractions in the metropolitan area (e.g. Poiana Brasov, Lake Noua, Tampa Mountain, Pietrele lui Solomon, zoo) and ensure sustainable access (car sharing, bike sharing)

A2.3 Connect all the touristic highlights in an attractive manner

A2.4 Position Brasov as a leader in sustainable tourism by building a strong strategy together with the HoReCa sector

A2.5 Support the regulation of tourism in the HUA

A2.6 Exploit the potential of niche tourism in the field of sports and nature

A2.1 Define the profile of the tourist the HUA wants to attract (in close cooperation with the HoReCa and other stakeholders)

1. **Alliances, Partnerships:** Brasov Municipality, Local HoReCa Association, Tourism Associations
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Marketplace/demand, Leadership,
3. **Expected impact:** Control over the type of tourists the HUA attracts and welcomes, educate tourists in the spirit of sustainability, a more targeted approach over how the tourists use the HUA space

A2.2 Decongest the HUA's small centre area of tourists by diversifying the touristic offer towards other attractions in the enlarged HUA and the metropolitan area (e.g. Poiana Brasov, Lake Noua, Tampa Mountain, Pietrele lui Solomon, zoo) and ensure sustainable access (small electric buses, car sharing, bike sharing)

1. **Alliances, Partnerships:** Brasov Municipality, Metropolitan Area Association, Metropolitan Transport Company
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organizations, Marketplace/demand, Leadership,
3. **Expected impact:** Rebalance the visited areas by tourists, unlocking and showcasing other attraction within the city and metropolitan area, decongest the historical centre of the city

A2.3 Connect all the touristic highlights in an attractive manner

Specific actions might include building a "tourism map" and "specific thematic touristic tours" (including sustainable modes of transport and traditional food).

1. **Alliances, Partnerships:** Brasov Municipality, Metropolitan Area Association, Tourism Agencies
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organizations, Knowledge, Marketplace/demand, Leadership,
3. **Expected impact:** An improved touristic offer, promotion of the area, of sustainable transport modes and of the local traditional culinary attractions

A2.4 Position Brasov as a leader in sustainable tourism by building a strong strategy together with the HoReCa sector

1. **Alliances, Partnerships:** Brasov Municipality, Local HoReCa Association, County Council County Tourism Department
2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Support Organizations, Marketplace/demand, Leadership,
3. **Expected impact:** Improved touristic services, higher quality of users and consumers, stronger cooperation between the local authorities and the HoReCa sector, less GHG emissions, maintaining the tourism flow while keeping a low carbon footprint.

A2.5 Support the regulation of tourism in the HUA e.g. ensure that rented apartments are declared as “accommodation under hotel regime” to assure that fiscal tax is paid by the property owner for the revenues obtained, regulate number of Airbnb locations, regulate number of certain type of commerce, bar restaurants

1. **Alliances, Partnerships:** Brasov Municipality, touristic services providers, tourism operators
2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Marketplace/demand, Leadership,
3. **Expected impact:** Improved tax collection, transparency over the accommodation offers, ensure touristic quality management, rebalance the ratio of Airbnb locations and residential homes

A2.6 Exploit the potential of niche tourism in the field of sports and nature

1. **Alliances, Partnerships:** Brasov Municipality, Sports Associations, Outdoor Activities Service Providers
2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Marketplace/demand, Leadership,
3. **Expected impact:** Attracting a different touristic target segment, offering niche touristic services



Mission 3 | Create a vibrant city centre via a lively cultural and events offer for residents and visitors

KEY ACTIONS SUMMARY

A3.1 Build an offer of micro events that are compatible with residents' needs

A3.2 Diversify the location of the events

A3.3 Map and highlight the local artist community

A3.4 Set up a cultural and creative programming for children

A3.1 Build an offer of micro events that are compatible with residents' needs

1. **Alliances, Partnerships:** Brasov Municipality, Events' Organizers, Entertainment Operators
2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Marketplace/demand, Leadership, **Expected impact:** Broader events offer, correlation to the residents' needs, diversity of events and enlarged list of locations hosting micro entertainment shows

A3.2 Diversify the location of the events. E.g. currently most of the events take place on the main square (Piata Sfatului); other locations can be used, one that can be highlighted is the area under the Tampa Mountain which has the potential of a natural amphitheater with good acoustics

1. **Alliances, Partnerships:** Brasov Municipality, Culture and Entertainment Operators
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Marketplace/demand, Leadership,
3. **Expected impact:** Decongestion of the HUA's centre, value offered to other locations fit for events

A3.3 Map and highlight the local artist community

1. **Alliances, Partnerships:** Brasov Municipality, Artist Community, Cultural Services Providers
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Marketplace/demand, Leadership
3. **Expected impact:** Promotion of the local community of artists and cultural services providers, diversification of the local entertainment offer

A3.4 Set up a cultural and creative programming for children

1. **Alliances, Partnerships:** Brasov Municipality, Culture Operators, Brasov Children Theatre, Brasov Opera House, Kindergartens, Schools, Highschools
2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Support Organizations, Marketplace/demand, Leadership,
3. **Expected impact:** Improved quality of education, diversification of educational and leisure activities for children, attraction of a certain type of tourists (parents, families with children)



Mission 4 | Ensure authenticity and highlight cultural heritage and traditions

KEY ACTIONS SUMMARY

- A4.1** Map Set up a programme for the refurbishment of inner courtyards
- A4.2** Map and highlight the local artist community
- A4.3** Exploit augmented reality applications to highlight tangible and intangible heritage
- A4.4** Design a lighting scheme to emphasize heritage buildings
- A4.5** Map and build a database of existing local arts and crafts and urban artists
- A4.6** Set up a network of urban artists and craftsmen
- A4.7** Create a physical space in the HUA for the promotion and showcasing of local arts and crafts

A4.1 Map and recover old urban furniture (e.g. water fountains, benches)

1. **Alliances, Partnerships:** Brasov Municipality, ABMEE, BAAB, Water Company
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Marketplace/demand, Leadership,
3. **Expected impact:** Rebalance the ratio between public and private places for relaxation and leisure activities, improved quality of life for the local community, improved air quality, lower effects of heat islands

A4.2 Set up a programme for the refurbishment of inner courtyards (similar to the existing one for the facades, approx. 635 such properties in the HUA)

1. **Alliances, Partnerships:** Brasov Municipality, Historic Monuments Foundation
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organizations, Leadership, Finance
3. **Expected impact:** Rehabilitated courtyards for the old houses in the HUA, heritage preservation and conservation. The process of rehabilitation will also contribute to quality of living in the old houses from the historical center, ancient buildings with very wide walls, destroyed by humidity

and degradation. An energy rehabilitation of the buildings will lower the environmental impact, leading to less GHG emissions caused by the individual heating systems. This will also lead to a beneficial impact over the wellbeing of the local community from the area, old families, rather frequently poor and vulnerable.

A4.3 Exploit augmented reality applications to highlight tangible and intangible heritage

- e.g. tell the stories of the buildings and of the inhabitants that are not there anymore;
 - display the ancient name of the streets that would give a perspective on the history of the city; make the model available at one of the strongholds virtually accessible everywhere in the HUA with GIS support)
1. **Alliances, Partnerships:** Brasov Municipality, Augmented Reality Applications Providers
 2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Knowledge, Leadership,
 3. **Expected impact:** Attract a different target audience/ tourists/ consumer of historical experiences, architecture hidden treasures, Increased community interest by revealing personal and shared stories via storytelling

A4.4 Design a lighting scheme to emphasize heritage buildings

1. **Alliances, Partnerships:** Brasov Municipality, ABMEE, HEBLU Lighting Design
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Leadership,
3. **Expected impact:** Good lighting design is not standard. It requires attention to details and expertise. Each heritage building requires tailored showcasing with a unique solution. A wide range of qualitative parameters are to be taken into account to develop the design, such as the quality of light and its changing conditions in time, atmosphere, visual comfort, task performance, health, safety and wellbeing, all with the aim of emphasizing Braşov heritage buildings.

A4.5 Map and build a database of existing local arts and crafts

1. **Alliances, Partnerships:** Brasov Municipality, local artists and craftsmen
2. **HUB-IN Ingredients addressed:** Heritage, Support Organizations, Knowledge, Marketplace/demand, Leadership,
3. **Expected impact:** Promotion and support of the local hand-made art and crafts, promotion of the local identity and unique image

A4.6 Set up a network of urban artists and craftsmen

1. **Alliances, Partnerships:** Brasov Municipality, Department for Community Innovation, local artists and craftsmen
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organizations, Knowledge, Marketplace/demand, Leadership
3. **Expected impact:** Stronger connections between the local urban artists and craftsmen, establishment of a community, support offered to local producers and artists

A4.7 Create a physical space in the HUA for the promotion and showcasing of local arts and crafts

1. **Alliances, Partnerships:** Brasov Municipality, ABMEE, Department for Community Innovation, local artists and craftsmen
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organizations, Knowledge, Marketplace/demand, Leadership, Finance
3. **Expected impact:** Preservation of local identity and unique patrimony, supporting the local community of artists and craftsmen



Part 5 - Brand Identity

The below definition of the brand identity paves the way towards the development of the brand strategy for the HUA. The brand identity will support the development of the hub's communication strategy and engagement strategy. Furthermore, all activities detailed in the HUB-IN Action Plan will need to be "on brand", coherent with the identity that the brand wishes to convey and the new image for the place.

5.1 - Brand vision

A well preserved and green city centre where local traditions, heritage and stories are valued by residents and attractive for tourists.

Target audience

The local team identified the below audience as main target for their branding activities:

- Residents
- Youth (students, highschool and school pupils)
- Tourists
- Entrepreneurs

5.2 - Brand mission

Show the true character and cultural richness of the place and bring people and sustainable businesses to the city centre

The brand is contributing to HUB-IN's mission of regenerating the area, allowing for it to be lively and rich of opportunities for entrepreneurs and tourists, but with particular attention to sustainability and respect of the local culture and residents, to avoid over touristification effects. Older and younger residents should feel like they have a place there, where they can be part of the change, access services, good quality housing and take advantage of the cultural offering, traditional foods.

5.3 - Brand objectives

The brand mission has been further detailed in the following set of objectives:

- Showcase opportunities for the residents to interact, cooperate contribute to the regeneration of the area, 360 degrees sensorial experiences
- Promote opportunities for sustainable businesses
- Promote Brasov as a sustainable city at national and international level

Brand essence: "A green door to adventure"

How did we get there?

We decided to use the brand pyramid tool as a visual support for the discussion around the brand essence of HUB-IN's historic urban areas. This tool was originally developed for marketing purposes in the 90's but many versions currently exist.

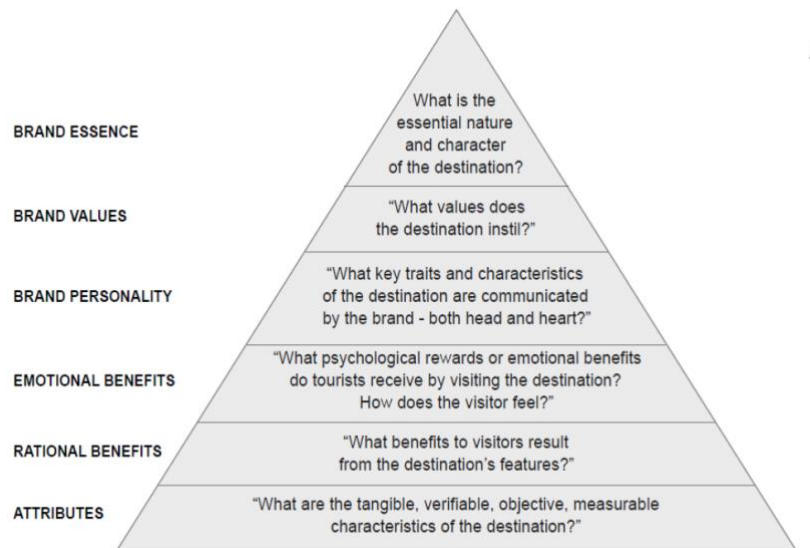


Image 1. Brand Pyramid Template - Source: A Practical Guide to Tourism Destination Management (2009)

With Energy Cities' support the HUB-IN team in Brasov created the pyramid for their historic urban area (Image 2).

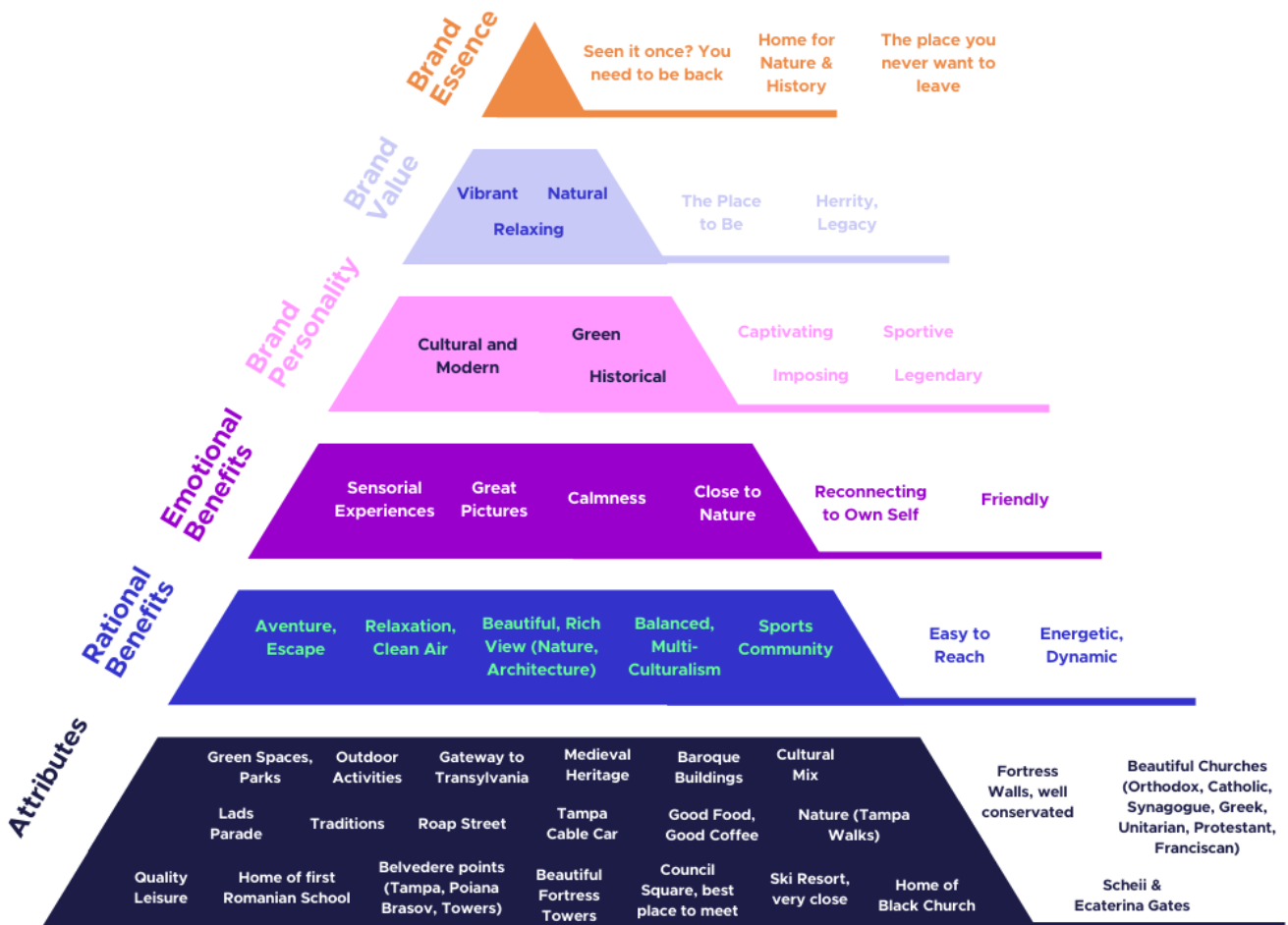


Image 2. Brand pyramid as filled in by the HUB-IN team in Brasov

The pyramid was then used and adapted to come up with the brand essence for the area. The different elements of the pyramid can be summarized as follows:

Attributes

The historic centre of Brasov is known for its ancient Medieval and Baroque buildings and for the old city walls, very well preserved. It is home to the Black Church and the access point to nature trails (such as the Tampa trail) but also to beautiful panoramic views of the city. Many religious buildings from different churches are situated there and contribute to the multiculturalism of the area. The Council Square is the place to meet friends in the city, good restaurants and lively cafes are situated in the area.

Benefits

When in the area, people can take on all its beauty, make some memories, learn about the place's legends and history but also explore the surrounding nature or do open air sports to reconnect with themselves and find peace. Many cultural events and festivals are taking place in the centre.

Personality

Brasov city centre is cultured, active and mysterious, like an experienced mountain guide. It is captivating, sometimes intimidating, it sparks your curiosity, invites you to expand your knowledge, live your life to the fullest, but in balance with nature. Balance is very important for the municipality (between new and old, youth and elderly people, locals and tourists etc...). These traits could be reflected in the communication style used for the hub.

Values

Sustainability, creativity, cooperation and tradition are at the heart of the brand. These values reflect the importance that history and heritage will always have in the future of the city centre, but also the municipality's willingness to innovate with other stakeholders, while respecting the environment and the local culture. They should be at the core of the communications around the hub, to define the themes of the communication.

5.4 - In short

A green door to adventure: the essence of the brand for Brasov's historic city centre can be represented by a door that will lead you to a great adventure. The image of the door is already used for the city of Brasov that is often referred to as the door to the Transylvania region. The color green reflects the importance of sustainability but also the idea of movement, balance and nature. The door is for everyone to open, to explore and take the opportunities for collaboration, innovation and leisure. No matter what you are looking for, you might find it there.

ANNEXES

The following annexes can be consulted in a separate document:

ANNEX 1 – Other relevant key initiatives and projects

ANNEX 2 – Results of the citizen survey carried out in February-March 2022

ANNEX 3 - Towards a balanced and inclusive use of the public domain in Brasov Historic Urban Area. Unification of the appearance and diversification of the types of urban furniture and accessories available for the functionalization of the public space in the HUA. - Study carried out between November 2021 - July 2022.



Funded by the Horizon 2020 Framework Programme
of the European Union