

HUB-IN



Belfast

Hub of Innovation



Funded by the Horizon 2020 Framework
Programme of the European Union

Action Plan 2023

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April 2023

HOW TO CITE THIS DOCUMENT:

A Thornbury, K Sweeney et al (2023). "Belfast Hub of Innovation Action Plan", HUB-IN project - Hubs of Innovation and Entrepreneurship for the transformation of Historic Urban Areas H2020-SC5-2019, GA 869429.

PROJECT INFORMATION:

Project name: HUB-IN
Grant agreement number: 869429
Project duration: 2019-2024
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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 which directly draws from the UNESCO concept of Historic Urban Landscapes. HUB-IN fully aligns with and contributes to strategic European policy including 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



Αίγιος Αεκακλαίος
Nicosia Municipality



Belfast
City Council



***The HUB-IN project provides
an opportunity to explore how
we can harness innovation
to overlay new ideas and concepts
over old to further enrich
the Maritime Mile for the benefit
of those who live in, study,
work or visit our city***

Áine Groogan
*Councillor,
Chair of Strategic Policy
and Resources Committee,
Belfast City Council,
November 2021*

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Background

This Action Plan has been developed as part of the Horizon 2020 “HUB-IN” project. “HUB-IN” stands for “Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas” and is a European project aiming to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment. Within the project, eight partner cities across Europe (Belfast, Brasov, Genova, Grand Angouleme, Lisbon, Nicosia, Slovenska Bistrica and Utrecht) are developing their own HUBs of innovation and entrepreneurship, testing, demonstrating and piloting activities for the sustainable transformation of their HUAs across three main clusters of innovation.

Together, the eight HUBs of innovation and entrepreneurship - i.e. the eight “HUB-IN Places” – and the 30 Actions that will be implemented in the partner cities are expected to contribute to the transformation of HUAs and their cultural landscapes both in

the pilot cities and more widely across Europe and beyond. The actions will act as a catalyst to help reverse trends of abandonment and neglect of historic heritage; boost heritage and culture-relevant innovation, creativity and entrepreneurship; create new job opportunities and skills in the cultural, creative, and clean manufacturing sectors and facilitate the development of new and tested regeneration blueprints for wider take up by other European HUAs.

The present document consists of the Action Plan for the city of Belfast and follows from a Roadmap that the city has previously co-created with local stakeholders to identify the overall vision, values and missions of the envisaged HUB. It provides information about the HUB that is being set up and details the actions that are going to be implemented in the selected pilot area of Maritime Mile. A final section provides details as to how the HUB and planned actions are going to be branded and communicated to local stakeholders.

THE HUB-IN CLUSTERS OF INNOVATION



Culture and Creative Industries (CCI)

- Innovative products and services
- Adaptive reuse of traditional skills
- Cultural and creative tourism



New Life Styles (NLS)

- Consumption and *prosuming*
- Living and mobility
- Health and wellbeing



Resilient & Human Connected Places (RHCP)

- Environmental Balance
- Empowering Communities
- Liveable and connected places

Action Plans: An operational document setting out the individual detailed actions the partner cities are implementing to realise the vision of the eight HUB-IN Places and kickstart the transformation of their historic urban area. Each Action Plan includes an Introduction, description of the Hub, detailed templates for the implementation of the individual Actions and a final section on the branding and communication of the Hubs of Innovation.

Clusters: HUB-IN clusters of innovation are economic, social and ecological hotspots of innovation at the neighbourhood size for the heritage and culture-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.

The three clusters are:

- Cultural and Creative Industries (CCI),
- New Lifestyles (NLS) and Resilient and
- Human Connected Places (RHCP).

HUB-IN

HUB of Innovation:

The HUB-IN Places that partner cities are focusing on within the framework of the project. They can be physical and/or virtual Hubs of innovation where cultural wealth and heritage provide a unique competitive advantage - a key resource for enhancing the sustainable regeneration of historic urban areas. Hubs of Innovation are distinguished by their local action and their global interconnection: local hotspots of creativity, community empowerment and entrepreneurship; places to co-design, test and develop new solutions, ideas, and creative businesses in a real urban environment.

They bring together local stakeholders, academia, industry and local governments - characterised by a strategic integrated approach blending three clusters of innovation.

Roadmaps: A strategic document developed during the course of 2021 and 2022 by the HUB-IN partner cities to define the Vision, Values, Missions and Key Actions of the eight Hubs of Innovation - to be further developed in the HUB-IN Action Plans. The eight Roadmaps were co-created with local stakeholders through ad-hoc meetings, workshops and questionnaires.

Historic Urban Area (HUAs):

The HUA concept draws directly from UNESCO's 'Historic Urban Landscapes' which define urban areas as resulting from 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 cultural setting. In this way Historic Urban Areas relate to both the tangible and intangible factors that both set the context and shape the historic area's character, identity and values.

Introducing the Belfast Action Plan

Located on the banks of the River Lagan, Belfast is Northern Ireland's capital and largest city with 343,542 inhabitants. By the early 19th century Belfast was a major port, playing an important role in the Industrial Revolution as a major centre of Irish linen production, tobacco-processing, ropemaking and possessing what was once the world's largest shipyard. After the Second World War, Belfast's status as a global industrial centre started to decline and the city experienced many years of economic, political and social uncertainty. Today, however, Belfast is a city of renewed ambition and optimism with a passion for progress. It has the second fastest growing knowledge economy in the UK and has become a world-leading hub of discovery in digital technology, with 44% of new jobs in the city in the tech sector and 80% of businesses locating in the city choosing to re-invest there.

The Belfast HUB-IN place is located at the city's iconic Maritime Mile, a vibrant, accessible heritage destination which offers exciting opportunities for current and future generations. It is the city's historic waterfront, the place that built RMS Titanic and that was once the largest shipyard in the world. As Belfast's landscape has evolved, much of the maritime heritage has been lost or replaced by new buildings and developments, but there are some elements still visible along the Mile – from docks to quays, to drawing offices and pumphouses. Examples of this are the very origins of Belfast's Harbour at Clarendon Docks, the SS Nomadic tender and HMS

Caroline cruiser from WWI, the refitted Titanic Hotel that was formerly the Drawing Offices and Headquarter of Harland and Wolff shipyard, and the Thompson Dock that once held the Titanic and many other grand ships.

Some of the heritage is tangible, however much has disappeared over time, but the stories exist through neighbourhood communities as captured in the story map [Where Belfast Begins](#). It's the stories about how the River Lagan river was tamed and the land reclaimed, how trade and innovation made Belfast the city it is. It's also the stories from the city's neighbourhoods, of the livelihoods and trades, of the shops that sold everything from a needle to an anchor.

Today, while the Maritime Mile already hosts major attractions such as the Titanic Belfast Visitor Attraction and the SSE Arena entertainment venue, large sections of the waterfront area are still empty development sites. To reach its full potential, the area is undergoing a process of urban transformation and has recently become part of the city's new Innovation District, which will provide a further catalytic step for transformation. The Innovation District is home to a vibrant and engaged community of SMEs, researchers, corporations, and start-ups. This means that innovations are located close, providing easy access to experts that will support the innovative ambitions of the local HUB.

It is important that transformation continues

to be heritage-led, promoting regeneration through innovation and entrepreneurship, while preserving the unique cultural, social and environmental identities and values of the area. The development of the Belfast HUB-IN place will help the approach to transformation, underpinning the local Team's ambition to turn the city's waterfront into a people centric, revitalised, vibrant destination, home to a range of innovative and creative entrepreneurs, where the community thrives. The HUB-IN project will help to achieve this and as one of eight HUB-IN places across Europe, it will provide rich opportunities for collaboration across traditional heritage sectors and new creative industry incumbents.

The Belfast local Hub of Innovation will build on the story of the Maritime Mile. It will enhance and enrich its existing story and support its development through the implementation of this Action Plan.

Since April 2021 the Belfast HUB-IN team has engaged with local communities and stakeholders through surveys, questionnaires, focus groups, one to one meetings, workshops and events to find out more on local attitudes to the Maritime Mile and identify its strengths, opportunities, threats and weaknesses.

During the Roadmap workshop in November 2021 six key themes were identified by 50 stakeholders, representing the public sector, voluntary sector, local community, education, innovation companies, tourism and heritage attractions, private sector and volunteers. The aim of the workshop was to consider how creatives can bring their unique perspectives to support the preservation, sustainability and enhancement of the Maritime Mile through innovation.

The group identified a broad range of opportunities for the Belfast HUB-IN place. These opportunities were developed into four missions and a range of supporting key actions. Each action aligns with at least one of the four missions outlined in the Roadmap. In April 2022 a prioritisation workshop was facilitated by Energy Cities which supported stakeholders to prioritise and agree three actions that should be taken forward. These actions align to the overarching HUB-IN project objectives.

In summary, the three actions are to develop a Waterfront Promenade Framework, which sets our long-term vision for the development of the Maritime Mile; to run a Challenge Call with local creatives to explore innovative ways to preserve and promote local heritage and use of the Maritime Mile; and to undertake a sustainability audit with local businesses to support the Maritime Mile to become a recognised sustainable destination. In particular, the first two actions will create synergies and promote engagement between the innovation and heritage stakeholders on the Maritime Mile.

The actions mutually reinforce the HUB-IN project objectives and opportunities will be identified throughout HUB-IN to align and promote collectively.

The Waterfront Promenade Framework aligns to the HUB-IN objective of reversing trends of abandonment and neglect of heritage and will provide stakeholders such as developers, creatives, landowners and local communities with a clear long-term vision to work towards. The Framework will ensure the recovery of cultural heritage, underpinning a clear sense of local identity of the city's waterfront.

The Sustainability Audit will be the first phase in supporting the Maritime Mile to achieve accreditation as a sustainable destination - a place where all partners and stakeholders can contribute to the HUB outcome of 'enhanced well-being and quality of life, social cohesion and integration'. The audit will support the ambition to promote greener ways for businesses to operate and work towards the Maritime Mile achieving Green Tourism Accreditation. It is envisaged that this will attract new businesses to establish in the area, supporting economically viable regeneration. It will also attract residents and visitors to the area, promoting the opportunity to walk, cycle and explore the Maritime Mile, enhancing wellbeing and quality of life as well as providing a location for social cohesion for surrounding communities.

The Challenge Call action aligns with two HUB-IN objectives, to boost heritage and culture-relevant innovation, creativity, entrepreneurship and light 'reindustrialization' of HUAs and cultural landscapes and to cross sector collaboration, creation of job opportunities and skills in cultural and creative sectors and innovative manufacturing linked to historic heritage. The open call will provide local creatives the opportunity to work with cross sector partners and community representatives to develop new skills and innovative prototypes. This will not only enhance heritage on the Maritime Mile, but provide a new opportunity to work in an area underutilised by creatives, further supporting the development of new products which can be scaled to improve their business opportunities and creating a unique innovation district for the city where businesses and heritage thrive together.

The three actions will support the HUB-IN story and have clear alignment with each other. The development of the Waterfront Promenade Framework will establish a longer-term framework for the development of the Maritime Mile - where heritage and community underpin and support development, technology and regeneration. It will be the first time the area has a shared vision across multiple landowners, business and community interests and heritage providers. The Challenge Call will allow local creatives to pilot ways to embrace heritage and community – showcasing the possible for the future. It will also bring creatives and heritage stakeholders together to create a united community of interest on the Maritime Mile and build networks and relationships for the future. The sustainability audit will underpin all HUB-IN work across the Maritime Mile and support local stakeholders, creatives and heritage interests to meet individual sustainability goals whilst supporting the destination to become more sustainable and more appealing for visitors, residents, and workers.

The Belfast HUB-IN team has incorporated the use of project resources and will continue to do so to support the implementation of the present Action Plan. The stakeholder mapping framework has supported the development of a local database of key stakeholders and their roles in the HUB-IN project. This was utilised to prioritise stakeholders that have been involved at Roadmap stage in the development of the Belfast missions and key actions. It will be used to involve stakeholders in the delivery of the Action Plan, the co-creation of proof of concepts/prototypes and products developed through the Challenge Call, the completion of the sustainability audit and

the development of the Waterfront promenade framework.

The Geotool has been used to map key heritage sites across the Maritime Mile which will be utilised by Challenge Call applicants to develop innovative proof of concepts/prototypes. The Geotool will also be used to map data that will be collated through the Sustainability Audit as well as mapping digital connectivity across the mile - public wifi, 5G and IOT sensors and the Maritime Belfast Story Plan (highlighting key sites of heritage interest on the Maritime Mile).

The City Mood board has been used by the Belfast HUB-IN team in workshops, focus groups and events to paint the picture of the Maritime Mile, capturing the sights, sounds, smells and touch of citizens and employees in the area. This was used in the development of the local Roadmap and will continue to be a resource in the co-creation with stakeholders on Hub In activities.

The Atlas has been used to review different governance and funding models which has informed the team of the different models that could be adopted locally to support the actions that will be taken forward.

The SWOT analysis toolkit was used during the roadmap and prioritisation workshops to identify opportunities and gaps. The analysis was used for the development of the missions which are presented in the Belfast Roadmap and will be used during the development of the actions.

The Belfast HUB of Innovation will align with several developments currently happening along the mile. For example, the recent launch of Studio Ulster, Northern Ireland's largest virtual production studio will provide access to creatives working in technology and screen studios and will be a pathway to creative industry

organisations. The Maritime Mile is a designated Innovation District which is home to a vibrant and engaged community of SMEs, researchers, corporations, and start-ups providing the Belfast HUB with easy access to experts that will support our ambitions.

The Belfast HUB of Innovation will be the broker between the city's strategic ambitions for innovation and the Maritime Mile. It will create an environment where local creatives and cutting-edge technology companies work with communities and existing businesses to enhance, preserve and sustain heritage whilst sharing their creative and innovative skill sets. The Maritime Mile will be a unique place where innovation and heritage thrive together.

The Belfast Hub

Belfast's HUB of Innovation is located at the city's iconic Maritime Mile. To reach its full potential, the area is undergoing a process of urban transformation and has recently become part of the city's new Innovation District, which will provide a further catalytic step for transformation.

The Belfast HUB is the entire Maritime Mile and will be the destination where creatives and cutting-edge technology companies will collaborate with existing businesses and communities on the Maritime Mile and bring their unique perspectives to support the preservation, sustainability and enhancement of the Maritime Mile through innovation. It will give value to the intangible heritage of the area, making it a source of inspiration and will increase community participation and skills. This HUB of Innovation will support a long-term Urban Innovation Framework where the transformation of the Waterfront promenade will embrace innovation whilst being heritage led.

Belfast's HUB of Innovation is not a physical location but a brokerage between the creative industries sector and local heritage on the Maritime Mile. It is being delivered through a partnership between Belfast City Council, as a part of its Smart Belfast programme and Maritime Belfast Trust, the charity responsible for preserving Belfast's maritime and industrial heritage and running the Maritime Mile. This partnership is underpinned by a Memorandum of Understanding signed in May 2020. Belfast City Council is the lead organisation and is responsible for the administration of the HUB-IN project

and disbursement of funds, ensuring adherence to the Consortium and Grant Agreements during the Horizon 2020 Funding period.

The Maritime Belfast Trust is a self-financing charitable trust established in 2008. It has an annual income of circa £1 million per annum and has secured over £90 million investment into the waterfront area since set up. Maritime Belfast leads on the development and on the ground delivery of the HUB-IN project in partnership with the Council and with the support of an established steering group (representing a mix of representatives from both BCC and MBT). The Maritime Belfast Trust liaises with key stakeholders including landowners, developers and asset owners to support delivery of the project on site and is the main contact for communities through their established relationships with key community organisations.

To deliver the Action Plan several key groups will be established. As part of the Waterfront Promenade Framework a Waterfront Task Group has been set up, chaired by Belfast City Council and serviced by Maritime Belfast Trust. Key government agencies, Innovation District and landowners sit on this group and will oversee the delivery of the Framework to ensure collective buy-in.

To deliver the Challenge Call, a specialist steering group of creative industry representatives and funders will advise on procurement and processes. Both the above groups will add to the governance of the HUB in the short term and will grow

relationships for the future.

The Waterfront Promenade Framework and the Challenge Call evaluation will recommend future governance requirements and it will be the responsibility of Maritime Belfast Trust and Belfast City Council to review these and see how best to take forward using existing structures and governance frameworks. There is no intention to create a new structure for the Belfast Hub-in but to align and improve existing structures.

On completion, legacy projects and structures will be adopted by Maritime Belfast Trust, the existing charity which leads on the development and delivery of the Maritime Mile, the focus of the Belfast Hub-In. The Roadmap missions and the learnings from the Action Plan delivery e.g Challenge Call, Waterfront Framework and Sustainability Audit, whilst already closely aligned, will be integrated into wider development and delivery plans for the Maritime Mile and Belfast's iconic heritage waterfront.

Measures have already been developed to collate insights to support the implementation of HUB-IN beyond the project timeline. This includes identifying priority projects and funding opportunities via the Waterfront Promenade Framework; key learnings and recommendations from the Challenge Call to inform scaling and widening of this approach in the future eg a Heritage Lab; and engagement with local communities through surveys and meetings to monitor how we are delivering against our HUB-IN missions.

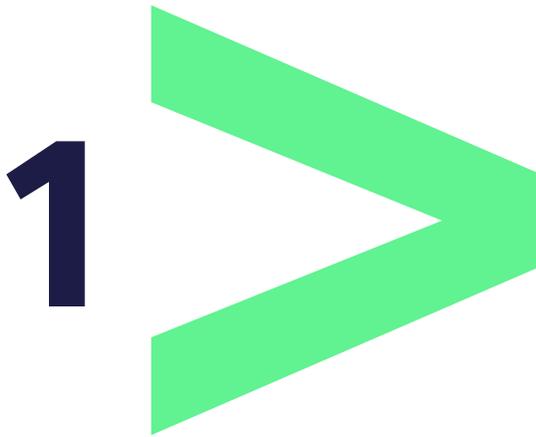
Belfast City Council and the Maritime Belfast Trust have analysed the funding landscape that is relevant to the Belfast HUB-IN place. A decision on what future funding will be relevant to the project will

be identified and applied for once the action plans have been implemented. There is already a track record in terms of delivering funding.

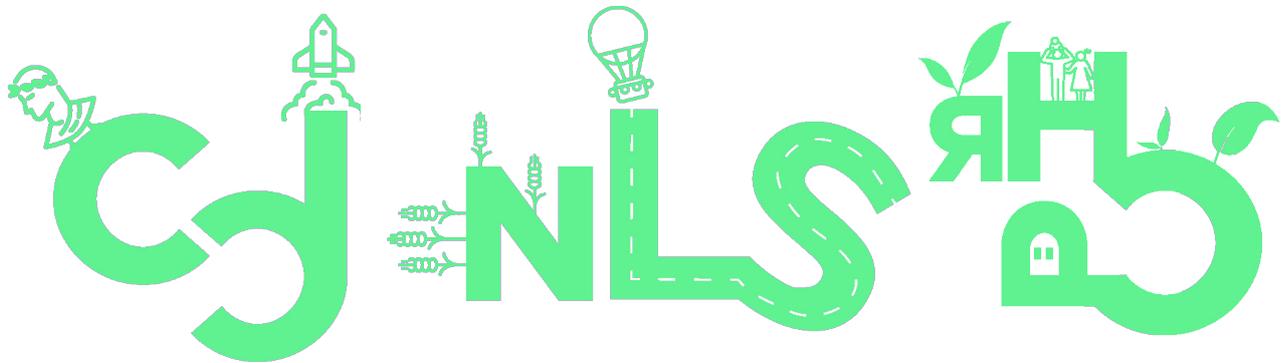
The next steps, activities and timeframes for each action are outlined in the action section below. Each individual action outlines the different activities, resources and timescales for the duration of the project.

The Belfast Actions

- 1**  **Develop a framework for a full connected Belfast Waterfront Promenade**
- 2**  **Sustainability audit of businesses in the area (potentially digitised)**
- 3**  **Develop and launch a Challenge Call**



Develop a framework for a full connected Belfast Waterfront Promenade



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COORDINATION

Kerrie Sweeney - Chief Executive, Maritime Belfast Trust (Main Lead).

Deirdre Ferguson - Innovation Broker, City Innovation Office, Belfast City Council and

Andrea Thornbury - Project Manager, City Innovation Office, Belfast City Council (Support).

Supporting subjects include members of the Maritime Mile Destination Forum, the Belfast Waterfront Task Group and other organisations that are located along the Maritime Mile.

CONTEXT

Through engagement with stakeholders it was agreed that to support the development of the actions developed under Belfast Roadmap's Mission 2 and 3, applicants to the challenge fund would need an overall perspective of the Maritime Mile in its current form but also to know the plans that could affect heritage in the future.

The Belfast HUB-IN team will work with the Belfast Waterfront Task Group to develop a strategic framework which focuses on enabling a promenade along the waterfront on both sides of and across the water. This framework will encourage usage by residents and visitors, engendering vibrancy and vitality. It is envisaged this will consider appropriate adjustments to all existing proposals or planning applications and will recommend interventions that attract activity and use of the waterfront.

The framework will lead to a delivery plan which will:

- prioritise pipeline projects that will best support and shape the development of Belfast's waterfront experience
- provide outline costs and timescales for delivery of these project
- recommend potential delivery models including innovative solutions to advance the development of the waterfront promenade in the short to medium term
- identify potential sources of funding.

Priority projects may include advancing specific sections of the public realm that are currently awaiting commercial development, enhancing gateways onto the waterfront and upgrading cycling infrastructure. More relevant to HUB-IN project is it may lead to the commissioning of artwork and sculptures, as well as upgraded lighting, seating, wayfinding and play facilities.

The framework will enhance the opportunities for Challenge Fund applicants to understand the future aspiration for the Maritime Mile and will stimulate their approach to the development of their projects. The prototypes are not the driver of this action.

The Waterfront Promenade Framework will achieve the HUB-IN project outcomes of reversing trends of abandonment and neglect of historic heritage in urban areas and landscapes and recover cultural heritage values in the HUA with a sense of local identity. It will also achieve the local outcome of supporting the Maritime Mile to become a place that is inclusive and accessible to local communities and where people will want to spend time.

DESCRIPTION

The Belfast HUB-IN will contribute to the development of this framework. It will provide £10,000 which will be matched funded by public, private and VCSE organisations in the Belfast Waterfront Task Group. Together, a total of £70,000 will be generated to commission an expert organisation to develop the framework.

The tender for the development of this framework will be launched in November 2022 and the framework and a final report will be completed in February 2023, in time for the launch of the HUB-IN challenge call. The Framework will respond to nine key principles which have been identified as best practice for successful waterfront destinations:

1. Generate thriving Communities along the waterfront and connect to adjoining neighbourhoods
2. Maximise pedestrian Connectivity to/from the Water
3. Enable movement along the Water
4. Activation on the Water
5. Activate the ground floor in new Developments
6. Use Bridges to facilitate movement across the water
7. Destinations - hubs of activities and animation to attract people
8. Focus on moves to ensure Environmental Sustainability and protect/ enhance ecological diversity
9. Celebrate local heritage (Maritime Story Plan)

The Framework should be presented as a reference guide for future development of the waterfront promenade, with supporting visuals.

The framework and development plan will be shared with creative industries that are interested in applying to the challenge call to inform the development of the HUB-IN prototypes with a clear overview of future developments of the Maritime Mile.

EXPECTED RESULTS

It is expected that the Waterfront Promenade Framework will provide challenge fund applicants with information and visualisation of the Belfast Waterfront promenade for the next 20 years. The framework will give applicants a better understanding of the long-term aspirations of the area and where their projects could fit and support those aspirations.

KEY STAKEHOLDERS TO BE INVOLVED

Lead - Maritime Belfast Trust:

- Develop a tender brief to commission an expert organisation to undertake the development of the framework
- Promote the tender opportunity
- Award the successful application
- Provide relevant information on the aims and ambitions of the Maritime Mile
- Provide access to key stakeholders

Partner Organisations - Belfast Waterfront Task Group and Belfast City Council:

- Commission an expert organisation to develop and undertake a sustainability audit in the Maritime Mile/Innovation District
- Match fund the framework
- Promote the tender opportunity
- Provide information to inform the tender brief
- Provide relevant information on development and future plans

Public sector - including the Department of Community, Department for the Economy and the Department of Infrastructure:

- Match fund the framework
- Provide relevant information on future plans for the Maritime Mile

KEY RESOURCES REQUIRED

- Staff Time - particularly the Maritime Belfast Trust team with support from Belfast City Council's City Innovation Office and the Belfast Waterfront Task Group
- Match Funding - The Belfast HUB-IN project will provide £10,000 to the development of the framework. This funding will be matched with £60,000 from the Belfast Waterfront Task Group and several central government departments
- Time and contribution from key organisations to provide information for the framework
- Promotion and communication materials

TIMING

- 25 January - 31 April 2023 specifically:
- November 2022 - Belfast City Council Strategic Policy and Resources Committee approval for the development of a Waterfront Framework Tender
- November 2022 - match funding agreed by key stakeholders (private sector, public sector and not for profit sector)
- December 2022-January 2023 - Development and launch of Waterfront Framework Tender
- January 2023 - tender award and organisation appointed to develop the Framework
- February - March 2023 site visits and data collection and analysis
- March - April 2023 - development of Framework
- May 2023 - Framework approved and final report
- May - November 2023 - framework to support the Challenge Call

GDPR

No personal data will be collected through the development of the framework.

POTENTIAL RISKS

Risks:

- Match funding is not secured, and the framework cannot be developed
- Lack of access to data and information on planned developments
- Lack of applicants for the tender
- The framework does not benefit the HUB-IN project

Actions to mitigate the risks:

- Ensure the tender opportunity is promoted widely through all channels
- Contact leading expert organisations to promote the opportunity
- Meet with key strategic organisations and landowners to agree funding
- Ensure the specification of the tender and framework align to the HUB-IN missions and actions.

2 >

Sustainability audit of businesses in the area (potentially digitised)



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Supporting subjects include members of the Maritime Mile Destination Forum and other organisations that are located along the Maritime Mile.

CONTEXT

One of the challenges on the Maritime Mile is the fragmented approach to sustainability.

The Maritime Belfast Trust is leading on destination wide tourism sustainability accreditation on the Maritime Mile, with the ambition to make it a sustainable area which promotes greener ways for businesses to operate and work towards the Mile achieving Green Tourism Accreditation or equivalent e.g. Earth Check. It would also make it a place where people can work, live and visit while strongly incorporating its industrial history and heritage.

Through the engagement with key stakeholders during the Roadmap workshop, interviews and a prioritisation workshop, an action was agreed under Mission 3 - A new Maritime Mile Economy to promote sustainability on the Maritime Mile with local stakeholders and businesses. This audit is the first step to achieve this.

This fits with a wider global agenda with key waterfront areas. Many are assessing the importance of sustainability with regards to the development of their waterfront as contemporary urban design with the ambition that architectural and urban experiments can be combined with ecological, economic and social sustainability intentions.

The Belfast HUB-IN team will commission an expert organisation to undertake a Sustainability Audit of businesses located on the Maritime Mile to assess the overall sustainability and explore opportunities to improve sustainability and attract more businesses to locate to the mile and visitors to spend time there.

The Sustainability Audit will achieve the HUB-IN project outcomes of reversing trends of abandonment and neglect of historic heritage in urban areas and landscapes and recover cultural heritage values in the HUA with a sense of local identity. It will provide insights that will be used to improve reputation and quality of life, preserve natural and cultural heritage, improve relationships between communities and stakeholders and inform planning, development, education, motivation, and participation.

The Sustainability Audit will also achieve the following local outcomes:

- The Maritime Mile is a place where entrepreneurs want to local and invest.
- The Maritime Mile will contribute to the city-wide sustainability ambitions.
- The Maritime Mile is inclusive and accessible to local communities and is a place that people will want to spend time

DESCRIPTION

To implement this action the Belfast HUB-IN team will commission an expert organisation to undertake an audit on the businesses based along the Maritime Mile to assess their approach to sustainability and develop plans and strategies to progress it. From this, businesses will be better placed to embrace responsible and sustainable practices which would in turn support a wider green tourism agenda and will create added value in the area.

A tender brief will be developed by Belfast City Council and the Maritime Belfast Trust outlining the purpose of the audit. The tender will be widely circulated to encourage applications from green tourism and sustainability organisations. The audit will be developed in partnership with Maritime Mile stakeholders and will assess if organisations have a sustainability strategy, sustainability accreditation, a dedicated employee/team working on sustainability, are part of a sustainability network, have undertaken any activities to improve sustainability, have data on their sustainability or if they need data to support their sustainability ambitions.

The data and insights collected through the audit will provide a sustainability overview for the area. It will provide recommendations to improve sustainability on the Maritime Mile ensuring that it complements the work being undertaken by Belfast Harbour on a sustainable port and the Innovation District's carbon neutral ambitions.

It is envisaged that the results of the audit will feed into plans with immediate actions to improve the environmental sustainability impact of businesses and wider sustainability in the area with an ambition for the Waterfront to work towards Green Tourism Accreditation. It will also feed into a campaign to promote the area as a green waterfront to attract new businesses and visitors to the area.

The successful applicant will also produce a report with recommendations for future sustainability measures that could be adopted by businesses on the Maritime Mile. This is the initial phase of working towards a green destination accreditation.

EXPECTED RESULTS

It is expected that the Sustainability Audit will:

- Provide an overview for how individual businesses are approaching sustainability and what accreditation process they are signed up to, if any
- A dashboard visualising the results
- Identify what data is currently being captured and any gaps
- More target promotion of a green waterfront due to audit data and insights
- Benchmarking with other Green Waterfront areas
- Identify the most appropriate accreditation for the area Attract new businesses to locate to the Maritime Mile
- Attract new visitors to an Accredited Green Waterfront area
- Encourage sustainable use of the Maritime Mile with residents and surrounding neighbourhoods.

KEY STAKEHOLDERS TO BE INVOLVED

Partner organisations - Belfast City Council and Maritime Belfast Trust (Established Relationship):

- Develop a tender brief to commission an expert organisation to undertake a sustainability audit in the Maritime Mile
- Promote the tender opportunity
- Award the successful application and commission an expert organisation to develop and undertake a sustainability audit in the Maritime Mile
- Provide relevant information on ambitions and aims for the Maritime Mile
- Provide access to key stakeholders on the Maritime Mile

Maritime Mile Destination Forum:

- Assist in the development of the sustainability audit
- Take part in the sustainability audit
- Promote the audit to other business on the Maritime Mile
- Promote the results of the audit and support the development of sustainability plans to attract new businesses and visitors

Community sector – Sailortown Regeneration, East Belfast Partnership, Markets Development Association (established relationships):

- Take part in the sustainability audit
- Promote the audit to other business on the Maritime Mile
- Promote the results of the audit and support the development of sustainability plans to attract new businesses and visitors

Education/Academic - Ulster University, Queen's University Belfast and Belfast Met (established relationship):

- Complete the sustainability audit
- Promote the results of the audit and support the development of sustainability plans to attract new businesses and visitors

Private Sector companies:

Complete the sustainability audit

Digital Catapult and Catalyst (established relationships):

- Complete the sustainability audit
- Promote the audit to other business on the Maritime Mile
- Promote the results of the audit and support the development of sustainability plans to attract new businesses and visitors

KEY RESOURCES REQUIRED

- Staff Time - Project Manager (BBC), Chief Executive and team at Maritime Belfast Trust, Innovation Broker (BCC), Communication (BCC & MBT) the procurement and legal teams at Belfast City Council

- €30,000 funding to commission the expert organisation to undertake the audit and for a digital platform to visualise the results and promote strategies for improved sustainability
- Time and contribution from businesses on the Maritime Mile/Innovation District to complete the audit and support the promotion of the audit
- Promotion and communication materials

TIMING

The first phase of the work will commence through the HUB-IN project between June 2023 - February 2024

May 2023 - Tender initiation request submission to Belfast City Council

May 2023 - Development of tender brief and criteria

June 2023 - Launch of tender to undertake the Sustainability Audit.

July-August 2023 - Review of tender submissions and tender award

September 2023 - December 2023 - Audit development and commenced

January 2024 - Completion of audit and final report

February 2024 - data cleansing, visualisation and upload to Geotool

GDPR

It is very unlikely that any significant personal data will be collected through the sustainability audit as all contact details will be organisational in nature and survey data will not collect personal data.

POTENTIAL RISKS

Risks:

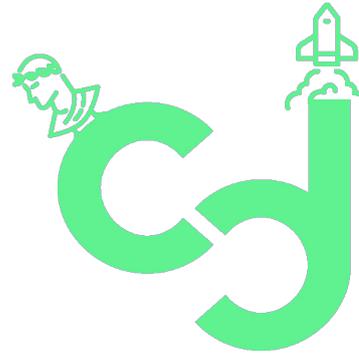
- Lack of interest in the tender due to limited promotion
- Tender value is too low to attract interest
- Organisations that apply do not have the necessary skills or fit the criteria
- Reputation risk to the Maritime Mile/Innovation District if sustainability results from the audit are poor.

Actions to mitigate the risks:

- Ensure the tender opportunity is promoted widely through all Belfast City Council and Maritime Belfast Trust channels
- Contact leading expert organisations to promote the opportunity
- Devise immediate actions from audit recommendations to progress a green accreditation.

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Develop and launch a challenge call



CITY MISSION

**Stimulating innovation and creativity
in the Maritime Mile**

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COORDINATION

Andrea Thornbury - Project Manager, City Innovation Office, Belfast City Council
 Kerrie Sweeney - Chief Executive, Maritime Belfast Trust
 Deirdre Ferguson - Innovation Broker, City Innovation Office, Belfast City Council

Expert organisation commissioned to develop, manage and launch the Challenge Call.

Other supporting subjects include Future Screen NI, Studio Ulster and NI Screen. These subjects will be responsible for establishing a steering group to support the challenge call, develop the challenge fund criteria, promote the challenge fund, develop support for organisations to apply, award funding to the successful applicants, and support co-creation opportunities with local communities.

CONTEXT

One of the challenges identified through engagement is that local people do not feel ownership or utilise the Maritime Mile. The Challenge Call will catalyse the Belfast HUB-IN project aligning with Belfast City Council's approach to innovation to support small R&D projects. This action was developed during the Roadmap Workshop in November 2021 and further explored through a range of interviews and a prioritisation workshop in April 2022. Stakeholders identified it as an approach to stimulate skills growth and product exploration for creative industries while providing an opportunity to create new and creative projects to sustain, enhance and preserve heritage on the Maritime Mile. It is an opportunity to link the newly established Innovation District with the more traditional heritage waterfront.

Successful creative industries applicants will develop proof of concepts prototypes which will attract locals and visitors to the Maritime Mile and will increase footfall, dwell time and local spend. It will:

- Maximise alignment and create added value within the Innovation District
- Enhance the Maritime Mile through the application of digital innovation.
- Preserve and enhance the Maritime Belfast story through digital, immersive and creative industries
- Connect people (neighbourhood communities, residents, workers, students and visitors) to the place.

The Challenge Call will achieve the HUB-IN project outcomes of reversing trends of abandonment and neglect of historic heritage in urban areas and landscapes by promoting culture heritage led regeneration innovation and creativity; boosting heritage and culture relevant innovation, creativity, entrepreneurship, and light 're industrialisation of HUA's and culture landscapes; and promoting cross sector collaboration through strong connections between entrepreneurs and innovators.

The Challenge Call will achieve the following local outcomes:

1. The Maritime Mile is a place where entrepreneurs want to locate and invest
2. The Maritime Mile is inclusive and accessible to local communities and is a place that people will want to spend time
3. The Maritime Mile is a place where local heritage is celebrated.

DESCRIPTION

The Belfast HUB-IN team will commission an expert organisation to develop, launch and manage the Challenge Call. This organisation in partnership with the Belfast City Council and the Maritime Belfast Trust will establish an advisory group to support the development of the Challenge Call criteria. A selection panel and process will be established to assess applications and award funding to successful applicants. Where possible this process will be innovative – engaging local people to be part of the selection process.

It is envisaged that Belfast City Council will launch the tender opportunity for the expert organisation in early 2023 with the successful organisation appointed by April 2023. This organisation will establish the advisory group in April 2023 and launch the challenge fund in April/May 2023. The total funding will be up to a total of €100,000 via a competitive process and the call will be open for four weeks in which time interested applicants can access support and training from the expert organisation, including training in completing funding application and co-creation with communities.

This challenge fund is aimed at exploring and/or demonstrating the application of creative industry and digital innovation applications for the preservation, enhancement and sustainability of heritage on the Maritime Mile. The expert organisation will create an environment where creative industries work with local communities to develop creative and innovative prototypes which will be tested across the Maritime Mile.

The launch of the Challenge Call will take place at an event hosted on or near the Maritime Mile with creative industries and representatives from local communities. Once one or more organisations have been successful, an agreement will be established between them and the Belfast Hub In team outlining their responsibilities, deliverables and how Intellectual Property will be managed. The successful challenge call applicants will have six months to develop their prototype and test it on the Maritime Mile and will also work with local communities to share learning and skills.

At the end of the Challenge Call the expert organisation will provide a report on lessons learned from the challenge call and potential funding models for future challenge led approaches.

EXPECTED RESULTS

The budget for the Challenge Call is modest, however the successful projects may support the delivery of a number of actions developed under the Belfast HUB-IN Missions. These include:

- Set up a central platform to communicate what's on the Mile and highlight storytelling
- Storytelling via creative digital experiences to enhance the experience of the area for visitors and local communities
- Set up an open accessible shared hub for people to access and contribute information on historic environment
- Change the look and feel of the area and provide a focal point to drive new footfall by animating the Buildings and the River

- Collaborate on the digitisation and gamification of the Maritime Mile
- Identify potential outdoor locations to showcase live music, theatre and entertainment
- Organise regular events to animate the Mile
- Create opportunities for community education and skills development via the Challenge Call and other HUB-IN initiatives.

KEY STAKEHOLDERS TO BE INVOLVED

Partner organisations - Belfast City Council and Maritime Belfast Trust (established relationship):

- Define the aims and objectives of the challenge call
- Prepare testbed environment, promotion and launch of Challenge Calls
- Evaluate submissions
- Supervise implementation
- Assess, monitor and evaluate the replication potential of the Challenge Calls

Community sector - Sailortown Regeneration, East Belfast Partnership, Markets Development Association (established relationships): these organisations could support the evaluate submissions and be pathways to citizens for co-creation activities.

Education/Academic - Future Screens NI and Ulster University - Studio Ulster (newly established relationship):

- Define the aims and objectives of the challenge call
- Prepare testbed environment, promotion and launch of Challenge Calls
- Evaluate submissions
- Supervise implementation
- Assess, monitor and evaluate the replication potential of the Challenge Calls

Belfast Met: promote the challenge call to students (established relationship)

Private Sector: Titanic Quarter/Belfast Harbour- Promote the challenge call and provide location is necessary.

Digital Catapult and Catalyst (established relationships):

- Define the aims and objectives of the challenge call
- Prepare testbed environment, promotion and launch of Challenge Calls
- Evaluate submissions
- Supervise implementation
- Assess, monitor and evaluate the replication potential of the Challenge Calls

Public Sector: Belfast City Council - Economic Development and Innovation City Belfast (established relationship):

- Prepare testbed environment, promotion and launch of Challenge Calls
- Evaluate submissions
- Assess, monitor and evaluate the replication potential of the Challenge Calls

KEY RESOURCES REQUIRED

- Staff Time - Project Manager (BBC), Chief Executive and team at Maritime Belfast Trust, Innovation Broker (BCC), Communication (BCC & MBT) and wider HUB IN steering group at BCC
- Funding - €100,000 money for the pilot. Potential match funding with FSNI, NI Screen and grant making trusts
- Location - Maritime Mile
- Regulatory support - Data Protection, Information Governance, Intellectual Property
- Promotion and communication materials, events, workshops, hack

TIMING

31 March 2023 - 28 February 2024, specifically:

March 2023 - tender opportunity for the expert organisation

March 2023 - Pre-engagement with community and heritage organisations for Challenge Call partnership

April 2023 - Award tender to successful organisation

April - May 2023 - Establishment of advisory group

May 2023 - Launch Challenge Call

June 2023 - review Challenge Call applications, award funding

June - November 2023 - Challenge Call Implementation - development of proof of concepts/prototypes

February - March 2024 - Final report

March 2024 - Showcase event

GDPR

It is unlikely that any personal data will be collected through the development and launch of a challenge fund other than the contact details of those that express an interest and/or apply.

POTENTIAL RISKS

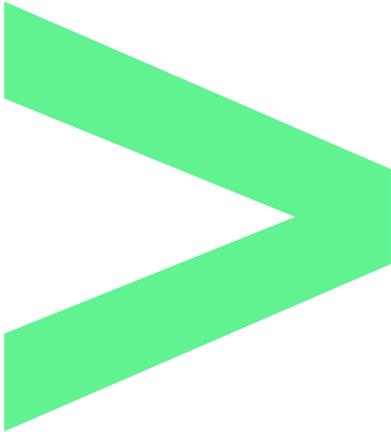
Risks:

- Lack of experience in developing Creative Industries funding calls
- Criteria does not appeal to creative industries
- Lack of interest
- Lack of innovative proposals
- Funding is too limited to attract interest
- Projects are not sustainable
- Fund management is unsatisfactory
- Innovators lack experience in funding applications
- Do not want to duplicate the creative industry funding ecosystem

Actions to mitigate the risks:

- Ensure funds are demand-driven and encourage innovators to apply

- Widely publicised to ensure organisations have an equal chance to compete for funds.
- Attract matching funds
- Provide support for innovators to apply
- Establish advisory group with expert members to develop clear and achievable criteria and award funding
- Ensure fund aligns to Maritime Mile objectives
- Work with expert organisations in the creative industry sector to ensure there is no duplication
- Exploit existing and new relationships with key stakeholder organisations.



Based on the details of the Action Plan, the Belfast HUB-IN Team is defining a monitoring methodology in order to understand and demonstrate progress. This may include a mix of short-, medium- and long- term indicators, and a mix of quantitative and qualitative indicators, as is most relevant to actions' intended outcomes. In order to avoid duplication, that content is not replicated here but readers are able to see the full details in the project document D5.2 "Adapted Monitoring Methodology" - available from the Belfast HUB-IN Team and to be published via the HUB-In project's website



<https://hubin-project.eu>

Branding and Communication of the Belfast Hub

A local webpage has been developed on the Maritime Belfast Trust website incorporating the branding of the HUB-IN project, which will be utilised to communicate all actions, activities and events.

The Belfast HUB-IN communication will align with the communication and branding guidelines of Belfast City Council and the Maritime Belfast Trust. The tone of voice already established by these organisations will be used in all HUB-IN communications and will be incorporated into presentations, meetings and workshops.

In Belfast City Council our Tone of Voice is how we express our personality in our messaging. Our four tones: Natural, Bright, Original and Assured are combined to project who we are.

Natural - Natural leaves no room for misinterpretation; gets to the point quickly; is honest; can be witty or gritty when appropriate - sometimes at the same time.

Uncomplicated gets understood - people don't have time to unravel complex language, so we will keep things simple.

Easy to buy into - Belfast's natural tone of voice will make our communications accessible to our audiences.

We're all in this together - Belfast is relatively compact. That's probably why there's a greater sense of community than in many other capitals. Where relevant we will

give advice, be helpful and encourage feedback. We will ooze positivity.

Invite people in - we will take the opportunity to connect with people. We will ask their opinion, show them how to find information, and always let them know what we want them to do next.

Original - Original is creative, inventive, original, innovative, vibrant, challenging and unexpected.

The difference our vision makes - we will show the relevance of what we do, how our work is moving things on and the opportunities it creates for businesses, citizens and visitors.

Grab attention - our first line of communication should intrigue and draw in, inspire and get people thinking.

Rip up the rule book - Belfast is a unique place, so standard ways to talk about our project won't do. We will not fall into the trap of using familiar language which can be boring and invisible.

Assured - Assured is knowing your stuff and knowing your place; it's quiet, but positive, not easily swayed yet open-minded.

Be an authority - It's more about showing that we know what we're talking about. We are the authority so be specific about our expertise in a particular area.

Take pride (give some too) - We are a passionate bunch and take pride in what we do. We will substantiate what we say.

Say just enough - We will explain it well once so our audience will get it.

INTRODUCING THE HUB TO THE LOCAL COMMUNITY AND STAKEHOLDERS

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
e.g. Launch of Challenge Fund	Creative industries and local communities	<p>This event will launch the challenge call but will be utilised as an initial physical engagement with local communities to introduce the HUB.</p> <p>It will be the opportunity for creatives to be aware of the HUB-IN challenge fund and the opportunity to network with communities leading to co-creation activities.</p> <p>The Waterfront Promenade Framework will also be promoted as this event.</p>	March 2023
Maritime Destination Forum Meeting	Forum meetings	The forum has already been introduced to the HUB through previous engagement however updates will be provided at quarterly forum meetings.	Ongoing
Engagement with VCSE organisation	VCSE organisation involved in the development of missions and actions	<p>Circulate roadmap summary, missions and actions.</p> <p>Publish on Belfast Hub-In website.</p>	Ongoing
Council updates	Elected Members	Update reports provided to the Strategic Policy and Resources Committee	Ongoing
Maritime Belfast Trust Board updates	Board members	Reports provided quarterly to committee members	Ongoing
Website and social media	All Stakeholders	Provide updates on the HUB-IN project	Ongoing

INFORMING, CONTRIBUTING AND TAKING PART TO HUB'S ACTIVITIES

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Launch of challenge call	Creative Industries and local communities	<p>Publish on the Maritime Belfast Trust HUB-IN webpage</p> <p>VCSE along the Maritime Mile will be invited to attend the launch and connect with creatives on potential applications.</p> <p>Publish in city matters – circulated to over 2500 homes in Belfast</p>	April 2023
Promotion of Belfast HUB-IN Missions and Actions with Stakeholders via email and social media	All Stakeholders	<p>Circulate Belfast HUB-IN missions and actions to roadmap workshop attendees and relevant stakeholders via email with follow up activities to support this (as outlined below).</p> <p>Publish the missions and actions on the Belfast HUB-IN website and promote through social media channels.</p>	January 2023
Develop a challenge call directory	VCSE organisations	Meetings will be held with local VCSE organisations to ask them to sign up to the Challenge Call directory where creatives interested in applying to the challenge can link directly with them.	March 2023
Establish Challenge Call Steering Group	FSNI NI Screen Studio Ulster/Ulster University VCSE representatives BT Maritime Belfast Trust Belfast City Council	<p>The expert organisations appointed to support challenge definition, manage the challenge call will recruit steering group members and coordinate an induction meeting to outline the mission and actions of the Belfast HUB-IN and the roles and responsibilities of the steering group.</p>	April 2023
		<p>Challenge Design meetings will be facilitated.</p>	February/ March 2023
Communicate missions and actions through the Maritime Mile Destination Forum Meetings	Maritime Mile Destination Forum	<p>The Belfast Hub-IN team will present the Belfast Hub Missions and actions to the Maritime Mile Destination Forum during its quarterly meetings.</p> <p>Additional emails will also be circulated and meeting setup to request support for each individual action as appropriate.</p>	TBC

INFORMING, CONTRIBUTING AND TAKING PART TO HUB'S ACTIVITIES

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Email and workshops for co-creation	VCSE organisations	<p>The Belfast HUB-IN team will circulate an email to VCSE organisations on the opportunity to partner with local creatives on the challenge call application. Successful applicants will also work with VCSE to develop challenge call prototypes.</p> <p>The expert organisation that will manage the challenge call will coordinate with VCSE organisations to sign up to the directory and facilitate co-creation activities.</p>	May 2023
Meetings creative industry and Innovation District leads	Future Screen NI, NI Screen and Studio Ulster	The Belfast HUB-IN team have already met with these organisations to update them on the different missions and actions.	Ongoing
		These organisations will be invited to be members of the Challenge Call Steering Group.	April 2023
		They have agreed to promote the challenge call through their network and as part of their social media and events.	Ongoing
	Innovation City Belfast	The Belfast HUB-IN missions and actions have been circulated to the Innovation District Director and an initial meeting has already taken place. The director has also agreed to promote the challenge call and other actions to ICB stakeholders.	Ongoing
Online	All Stakeholders	The Belfast HUB-IN roadmap and actions will be promoted on the local HUB-IN website.	January 2023

PROMOTING THE VALUES OF THE HUB

Action	VALUE PROMOTED	MAIN BRAND OBJECTIVE TARGETED
Delivering the stakeholder engagement plan	The Maritime Mile is inclusive, accessible and connected to the local communities	Community
Challenge Call Pilots	<p>The Maritime Mile is innovative, open, outward looking and culturally, economically and creatively energetic</p> <p>The Maritime Mile is future proofed, connecting the past to the future: Looking back to move forward</p> <p>The Maritime Mile creates an environment for collaboration and new partnerships across its inhabitants</p>	Technology and innovation Heritage live
Developing Waterfront Promenade Framework	The Maritime Mile creates an environment for collaboration and new partnerships across its inhabitants	Unlock the river Materiality and design Do Big
Sustainability Audit	The Maritime Mile is sustainable	Health and wellbeing Nature and ecology Community
Social media and Website	The Maritime Mile is inclusive, accessible and connected to the local communities	Community

HUB-IN



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