



HUB-IN

Utrecht Roadmap

Annexes

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ANNEX 1 – Enablers, challenges, solutions and key measures linked to the 5 Missions

Mission 1: Define and implement an appropriate governance structure for the Machinerie

Enablers

- The core partners already have well-structured organisations
- The initiators and stakeholders share the mission and vision of the Machinerie
- The director has a lot of knowledge on setting up organisations at the intersection of culture and cultural heritage
- The HUB-IN project already has a building where the owner wants to invest
- The municipality decided to invest in the project

Challenges

- REGULATION AND RED TAPE. How can the municipality support but not control too much? The creative and circular entrepreneurs and artists are in the lead but they find many difficulties because of regulation that is not made for future entrepreneurial ideas of circularity or terraces, services and stages for artists that are made in an organic way. On one hand the vision of the area helps the bottom up, but it should not be leading all the time because new things rise when it is done by learning and experimenting.
- More funding is necessary to get a sustainable business case
- Public-private project: there is lots to be learnt about this way of setting up a project together
- Having a shared vision does not mean that all parties will agree on all topics on an ongoing basis - how to keep them on the same page?

Solutions/Key measures

- Facilitating repeating conversations between initiators and stakeholders, in which decisions are made, that will consequently be put on paper
- Keep in touch with the municipality on the one hand and the other (creative and circular) stakeholders on the other, in order to keep the balance between control and support
- Engage specialists in the process, who can, for example, advise on the development of a public-private subject
- Directing as a foundation: setting up an organisational structure within which we can make clear agreements

Tools for implementation

- Action Plan
- Additional funding
- Working sessions on organisational structure
- Working sessions on the relationships between the various stakeholders

Mission 2: Launch and present the Machinerie to the wider audience

Enablers

- Core partners already have their own presentation activities
- The new building offers all necessary spaces for the presentation activities
- The Machinerie team and its community have plenty ideas on and experience with organising presentation activities
- The Machinerie and all its stakeholders have a broad network of young and established artists and organisations, who are looking for places and moments to present their work and ideas
- Third parties are interested in being part of the programming of the Machinerie as well

Challenges

- The Machinerie has not been built yet, so no presentation spaces are available yet
- The organisation for the joint programming still needs to be set-up
- Additional funding for the presentation activities is still required
- Audiences still need to find their way to the Machinerie
- There is still room for improvement when it comes to the popularity and accessibility of the HUA

- Utrecht has a lot to offer when it comes to cultural activities - how to convince the public that the Machinerie offers unique programming?
- Part of the public might not be familiar with cross medial programming - how to enthuse the public without confusing them?

Solutions/key measures

- Realisation of the building
- Setting up the organisation for the joint programming (please read mission 1: governance)
- Setting up and putting together a strong team of programmers / creatives to set up, produce and develop the programming
- Finding additional, perhaps innovative, ways of financing programming activities
- Determining the right target groups for different parts of the program, and developing a (communication) strategy to reach these groups
- Market the programming in such a way that it is understood by (potential) visitors
- Staying involved and participating in the development of the HUA

Tools for implementation

- Action plan

Mission 3: Boost innovation and creativity via talent development programmes

Enablers

- A project coordinator who is specialised in talent development is present to contribute to realising these goals
- A Kickstart Lab pilot was organised, in which many artists wanted to participate. This proved the need for a Talenthub and taught the Machinerie valuable lessons on how to improve this part of the talent programming
- Modus Operandi sessions were organised as a pilot, which taught the Machinerie valuable lessons on how to improve this part of the talent programming
- The initiators (NFF, Hoogt on Tour, FOTODOK) and other members of the community organise talent development programs themselves. The Machinerie can draw from their knowledge and their network.
- Various parties, such as the municipality and province, recognize the need for guiding (local) talent, to be able to take the essential step from promising talent to established artist

Challenges

- The Talenthub is a part of the Machinerie programming, causing that part of the challenges overlap with the challenges formulated for 'Mission 2: presentation':
 - The Machinerie has not been built yet, so no presentation spaces are available yet
 - The organisation for the joint programming still needs to be set-up
 - Additional funding for the Talenthub activities is still required
- It can be a challenge to organize activities that are emphatically complementary to the activities of the initiators (NFF, Hoogt on Tour, FOTODOK) and other talent program developers

Solutions/key measures

- The Talenthub is a part of the Machinerie programming, causing that part of the solutions overlap with the solutions formulated for 'Mission 2: presentation':
 - Realisation of the building
 - Setting up the organisation for the joint programming (please read mission 1: governance)
 - Setting up and putting together a strong team to set up, produce and develop the Talenthub further
 - Finding additional, perhaps innovative, ways of financing programming activities
- Developing the Talenthub in close collaboration with the core partners
- Developing the Talenthub in collaboration with other partners and hubs, such as FilmForward and Screen Talent NL

Tools for implementation

- Action plan

Mission 4: Promote community building, networking and exchange to co-create the Machinerie

Enablers

- The Machinerie has already started building a community, for example by organising co-designing sessions and a Meet the Machiniers pilot session, which there was a lot of enthusiasm for. This again proves the need for an active community.
- Various parties (approx. 30) have indicated that they want to be part of the tenant community, and new potential members sign up regularly.
- The core partners - as the current core of the community - invest a lot of time in the Machinerie and a broad public is aware of their existence, which has a pull effect on potential new members of the community.
- The Machinerie has recruited a community manager to build an active community.
- HUB-IN/Utrecht municipality invests in community building activities.
- The development of the Talenthub attracts potential new members of the Machinerie community.
- Machiniers are already actively contributing ideas for community activities, which offers hope for the success of building a self-sufficient community

Challenges

- The Machinerie does not yet have a building, and cannot rent spaces to entrepreneurs, therefore it may be difficult to keep them engaged
- It is not yet clear who will be able to rent a space in the Machinerie
- The organisation for the joint programming still needs to be set-up, contributing to the sense of community
- Additional (long-term) funding for community activities is required
- We must facilitate a sense of equality within the community (core partners, tenants, etc.)
- The community members should contribute to the development of the Machinerie, without creating mutual friction

Solutions/key measures

- Realisation of the building
- Setting up the organisation for the joint programming (please read mission 1: governance)
- Working out the tenant agreement (HOK)
- Developing further and using the tenant selection tool
- Developing a strong organisational structure for the Machinerie, in which the Machinerie functions as a director or orchestrator of the community
- Setting up and putting together a strong team to build the community further
- Finding additional, perhaps innovative, ways of financing programming activities
- Keeping the community engaged, by actively communicating with the Machiniers and organising activities stimulating exchange

Tools for implementation

- Action plan

Mission 5: Connect the Machinerie to the Utrechters and to the Werkspoorkwartier, its circular pioneers and creative entrepreneurs and build on its history

Enablers

- The area is already transforming, and SME's and innovators are already here
- In 2014 there was a catalyst for this development when one of the big construction halls from the old train and steel industry was redeveloped: the Werkspoorkathedraal. It is a studio for creative entrepreneurs involving a lot of cooperation, event organisation, including a Werkspoor pub. It is an open and publicly accessible area. The Werkspoorkathedraal was the first step in the redevelopment of this area, turning it into an attractive district. There was a spin off from this, drawing all kinds of new initiatives.
- Partners in the HUB-IN project are experienced partners in the film and visual industry.
- One of the core partners' offices (Hoogt on Tour) is located in the Werkspoorkwartier, making it easier to engage with/map the area
- The core partners already started programming in the Werkspoorkwartier, getting familiar with the area.
- The Machinerie started placemaking activities in the Werkspoorkwartier.
- One of the Machinerie's partners, the municipality, is more than willing to contribute to the development of the area and to share previous insights

- The development of the Werkspoorkwartier does not stand still, more and more (local, national) public is coming to the area and organizations know how to find the HUA, stimulating connection and exchange
- Friends of Cartesius already organises the 'Werkspoorkwartaal' every quarter, in which various stakeholders of the development of the Werkspoorkwartiers take part. Machinerie takes part in every quarterly session, keeping up to date on recent developments.

Challenges

- A lack of residents
 - Nobody lives in the Werkspoorkwartier. That gives opportunities for experiment, sounds, noise, and attractions. But also emptiness, not a very human infrastructure (are minimal cycling or walking paths). How do we create more human and public spaces, but how do we keep the raw and experimental aspects and not let the commercial and touristic powers come to the place?
- Diversity
 - How do we make it a place for everyone and not only for the white, university educated citizens of Utrecht?
- On repeat
 - There are various parties present in/visiting the area that are involved in the development of the Werkspoorkwartier, such as the municipality, the university, the various entrepreneurs and building owners. How do we organize activities about the Werkspoorkwartier that really adds value to the research and development that has already been done, without repeating previous insights?
- The building has not yet been built, which does not contribute to the visibility of the Machinerie as a part of the Werkspoorkwartier community
- The Machinerie (Talenthub) programming and community building still needs developing - the visibility of, involvement in and cooperation with the area can thus be improved

Solutions/Key measures

- Taking part in and contributing to projects on developing the HUA, such as consultation sessions facilitated by Vrienden van Werkspoor and the municipality, discussing ways to transform the Werkspoorkwartier to a more accessible area for the public, without losing sight of the experimental aspect of the area
- Building a broad network in the area continuously
- Interweaving important themes from/regarding the area in the programming of the Machinerie
- Keeping in touch with the various parties that contribute to the development of the area, so to avoid overlap
- Realisation of the building
- Realisation of the various missions described above regarding programming (please read missions 2, 3 and 4)

Tools for implementation

- Action plan

ANNEX 2 – Tenant selection process and criteria – preliminary considerations

In collaboration with stakeholders, a tenant selection process and tool will be developed, defining selection criteria, principles and core values, added value etc of the actors that can belong to the Machinerie.

The tool will contain a series of questions and selection criteria that the tenant committee / director of the Machinerie can use when scouting new tenants. The tool will include eligibility criteria (conditional requirements) and other indicators such as added value. The criteria may be differentiated according to long-term tenants who become core partners of the Machinerie and short-term tenants (NFF zone, community square, renters of flex desks).

For the selection of future tenants, a tenant selection tool is in development in collaboration with the HKU, with a series of questions that the tenant committee / director of the Machinerie on the one hand can use when scouting new tenants. On the other hand, they help to compare and select tenants. These questions are intended to test tenants who settle in the Machinerie for a longer period of time and become an active part of the community and as such of the Machinerie. On the basis of this tool a lighter test will be developed for short-term tenants (NFF zone, community square).

Conditional requirements (yes/no)

- Tenant works professionally in the field of visual culture / moving image. This can be as a maker or artist, exhibitor or supplier, supporting institution or company, or in the field of image education.
- Tenant endorses the ambition and concept of the Machinerie
- The tenant is explicitly willing to contribute to the programming and activities in the Machinerie. This can be in the form of: Executing or supporting educational projects, programming content in halls, exhibition space or event space, (co-) organizing festival, organizing exchange tenants among themselves and / or between tenants and public, ...
- Tenant is willing to be part of the community of the Machinerie by means of: making active contributions such as the above, using and sharing community square, commitment for a longer period of time.
- The tenant has sufficient capacity to pay the rent.

Estimation of added value. To what extent:

- is this tenant an addition to qualities that are already in-house, of added (strategic) value?
- does this tenant contribute to the development, innovation, presentation or connection of visual culture, residents or the public?
- does this tenant strengthen innovation of visual culture?
- does this tenant have a relevant own network that complements the network of existing tenants?
- Do we see this tenant playing an active role in, for example, a tenant committee and stimulating the community?

Overall

- What risks do we see (market, environment, management, politics, resources, partnership) in the cooperation with this tenant?
- is there a balance in what this tenant wants from the Machinerie and what the Machinerie can deliver?
- do we already have a collaborative experience with this tenant? How did you like that?
- Is this tenant the 'substantive' wildcard?
- Do we have overall confidence that this can become a valuable and good partner?

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