



HUB-IN

Utrecht Roadmap

September 2022



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the European Union

Note: The current roadmap was finalised in August 2022. However, in October 2022, the decision was taken by the parties involved that the Machinerie cannot be developed in a feasible and responsible way under the current circumstances, mainly because the cultural sector in the Netherlands has not yet recovered from the impact of the Covid and the uncertain future due to the current price increases of energy and construction costs.

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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

The Werkspoorkwartier has gradually changed into a 21st century creative and circular maker district. Through initiatives by entrepreneurs, developers and the municipality, it lives, turns and moves on the Werkspoorkwartier. Where bridges, trains and buses used to be built, hundreds of creative people now work.

The municipality of Utrecht has stimulated the sustainable redevelopment of the heritage in the area favouring the creation of several creative hotspots, ranging from low budget workshops, to high end workspaces for game-developers and architects.

In the Werkspoorkwartier, a dynamic, creative, climate-neutral hotspot for film and visual culture in the Netherlands is in the making: De Machinerie.

Through an inspiring, innovative and high-quality programme the Machinerie aims to connect audiences and makers. Through education and talent development, it offers development opportunities for both artists and the public.

In consultation with the core partners of the Machinerie and entrepreneurs from the visual culture sector, a multifunctional building was designed as sustainable, inviting and accessible. A building that stimulates to spontaneously walk in and participate in the varied range of programmes.

Utrecht residents are invited to meet each other and view the latest art house film, photo exhibition or interactive installation. In this way, they enjoy the latest experiments in the field of film, photography and visual culture and enter into dialogue with makers. And not only that. In the Machinerie, the world and the neighbourhood pass them by. In real life and in stories. Thanks to all this movement, social topics become tangible and negotiable: visitors get to know the world, each other and Utrecht better.



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 thorough co-creation and co-design process. During the period May 2020 – July 2022, a series of participatory workshops and interviews were conducted with local stakeholders and citizens. These consisted of the following:

An update of the Development Vision of the Werkspoorkwartier: a participation trajectory was performed in order to update the Development Vision Werkspoorkwartier document via active consultation with and drawing from about fifty interviews with entrepreneurs, initiators, owners, board members of the local society for business owners in the area (BKC), residents, residents' organisations and other stakeholders. Therefore, a workshop was organised with a pre-selected group of stakeholders; as well as an online public

participation evening where everyone had the opportunity to pre-read the concept of the document in advance and discuss it collectively.



Meet the Machiniers sessions: The Machinerie aims to involve a mixed group of Utrecht image makers, from animation studios to filmmakers and film festivals, who are all interested in contributing to the project. This core community is called ‘the Machiniers’. By bringing together this multidisciplinary group, we are building a broad network, encouraging collaboration, cross-fertilization and innovation. On the 25th of March 2022, the first session took place in the Havenloods, a multi-creative tenant building in Werkspoorkwartier. Machinerie brought together 25 Machiniers. During this informal session, we discussed new opportunities to develop, and in what way Machinerie and its community can contribute. This first session confirmed

that there is indeed a need for exchange and connection within the sector, and that the Machinerie can orchestrate this.

Designing the Machinerie workshop: a ‘Design the Machinerie’ workshop was organised by the Machinerie on the 9th of March (2022) at Central Studios, in collaboration with the designers, Overtreders W, who are responsible for the spatial design of the public space indoors. The Machinerie invited various stakeholders of the Machinerie, including potential tenants (Machiniers), the owner of the building and the initiators (NFF, HIT, FOTODOK). This workshop gathered 18 Machiniers with whom we explored the building and its surrounding area. We discussed which core values the spatial design should meet and in what way. We explored the interpretation of values such as ‘spatializing the brand’, ‘surprising and adaptable’, ‘room for intervention’, ‘circularity’, ‘connection to the historic urban area’ and ‘an icon for the Machinerie’.

Interviews with artists from Utrecht: to gain insight into the precise needs of Utrecht makers and cultural organizations and to imagine how the Machinerie Talenthub can respond to their needs and dreams, 50 people/organizations were interviewed during 2021 by the project coordinator of the Machinerie Talenthub.

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.

Anonymised stakeholder quotes:

De Machinerie must be a place to join forces, to discuss matters. a safe place.’

Now mostly elite places are available, but those aren’t suitable to show your work to just about everyone’

Solving a social problem is attractive. How can you contribute to society, using technology and images?

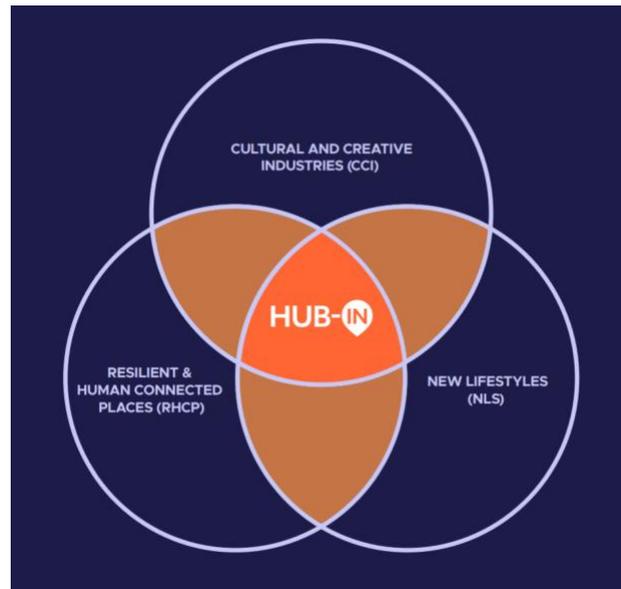
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Intro: what makes a HUB-IN place

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 favours 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 neighbourhood 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

Utrecht

Roadmap

Vision

The Machinerie will be a creative, sustainable hotspot and a testing hub for creative crossovers, while being an accessible place that acts as a central networking web for the creatives and the neighbourhood.

The Machinerie is strongly connected to the historic urban area where it is located, the Werkspoorkwartier, by becoming its core hotspot via collaborative projects and placemaking opportunities that involves and strengthen the community and trigger the branding of the Machinerie.

The Werkspoorkwartier

The HUB-IN area is located in the historic industrial area - the Werkspoorkwartier - which is a triangular shaped area of 45 hectares located at the geographical centre of the city of Utrecht. It is an area that hosted old factory buildings for steel production, particularly trains and bridge constructions, and which is now being redeveloped into a cultural and creative district.

Values



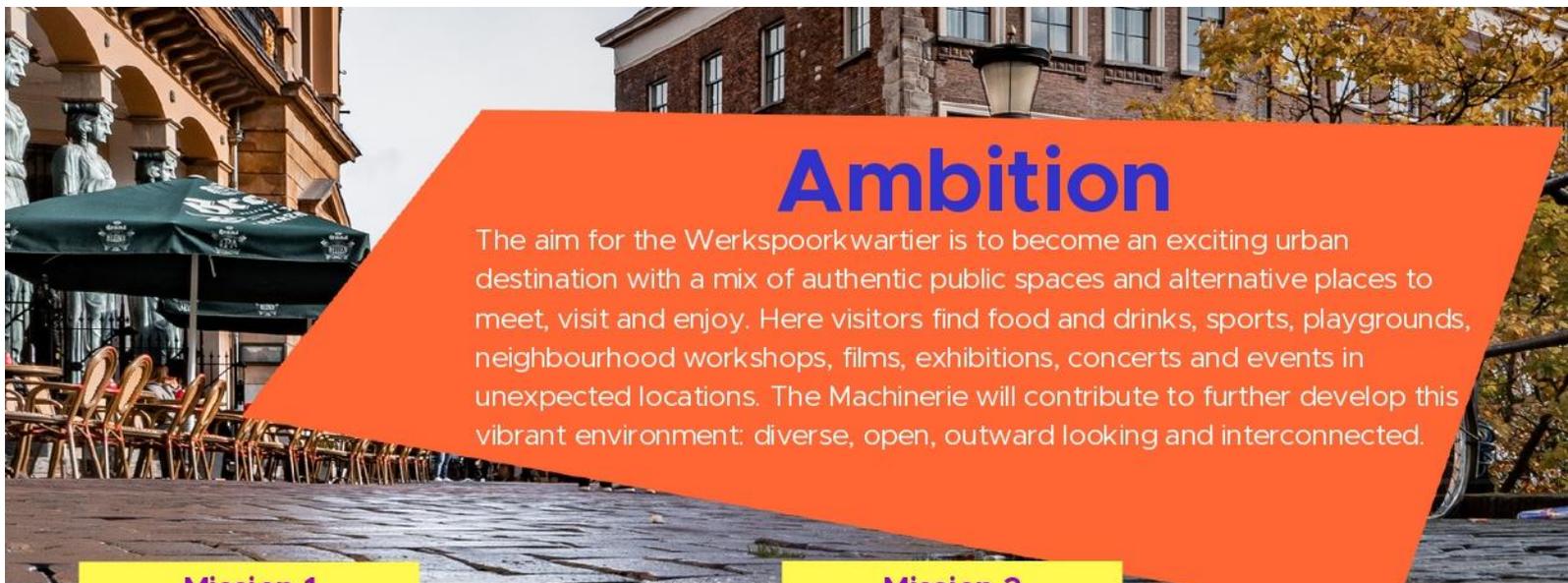
Linking & Connecting



At the heart of society, open, accessible & inclusive



Creative, Inspiring & Stimulating



Ambition

The aim for the Werkspookwartier is to become an exciting urban destination with a mix of authentic public spaces and alternative places to meet, visit and enjoy. Here visitors find food and drinks, sports, playgrounds, neighbourhood workshops, films, exhibitions, concerts and events in unexpected locations. The Machinerie will contribute to further develop this vibrant environment: diverse, open, outward looking and interconnected.

Mission 1

Define and implement an appropriate governance structure for the Machinerie

- Develop the Machinerie's organisational structure
- Develop the cooperation agreement between the Machinerie and its partners
- Develop a clear tenant management and coordination process and prepare the tenant agreement

Mission 2

Launch and present the Machinerie to the wider audience

- Organise and implement an opening festival with diverse events
- Develop and start the main programming lines and seasonal programme in collaboration with the community, initiators and other stakeholders
- Build a strong brand and marketing and communication strategy

Mission 3

Boost innovation and creativity via talent development programmes

- Develop the Machinerie talenthub as an interdisciplinary training and talent development programme stimulating knowledge exchange
- Contribute to shaping a media-wise youth prior to the integration in the Machinerie talenthub
- Share knowledge and inspire residents and the wider public

Mission 4

Promote community building, networking and know-how exchange to co-create the Machinerie

- Co-design the Machinerie building and the community structure of the Machinerie together with the Machiniers by keeping their goals and needs at core
- Stimulate exchange and connection within the Machinerie community
- Develop a tenant selection process (criteria, values, principles and ethics) and tool
- Develop a Machinerie Platform to ensure visibility of the different members of the Community

Mission 5

Connect the Machinerie to the Utrechters and to the Werkspookwartier, its circular pioneers and creative entrepreneurs and build on its history

- Develop and implement placemaking activities in the area actively involving residents and stakeholders in the Werkspookwartier
- Connect to the City of Utrecht, the Utrechters and key stakeholders
- Provide insight into current and future urban and infrastructural developments in and around the area

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

This part presents the context conditions in Utrecht 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 Utrecht. 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 Utrecht is developed.

1.1 - An introduction to Utrecht - a meeting point for creativity

Utrecht is a historic city, with many remains from the Roman and medieval periods, making a very attractive inner city. Utrecht is a rather compact city that is growing exceptionally fast. In 2019, there were 350 000 inhabitants in Utrecht; this figure is expected to increase to 400 000 inhabitants by 2024 and 455 000 inhabitants in 2040.

Core values

The core values of the city were defined as:

- The meeting point of the Netherlands;
- Landscapes:
 - Dense city
 - Nature outside of the city is accessible easily and quickly by bike or public transport
- Knowledge centre:
 - Utrecht science park, where the university and applied sciences are based
 - Central Train Station district, providing many jobs
 - Business district on the outskirts
- History (roman and medieval remains)
- Human scale

Located in the centre of the Netherlands, Utrecht is a very well-connected city: via the Schiphol airport and the central train station, one reaches the city easily. Indeed, Utrecht hosts the biggest train station in the Netherlands as most lines are crossing the city: there are 300 000 travelers per day. A lot of transportation is also done by bike as Utrecht is the 2nd bicycle city in the world (after Copenhagen) with 100 000 bikes roaming around the city every day.

For the past years, Utrecht was in the top 3 of the most competitive regions in Europe, in 2020 being ranked 2nd. The main economic sectors are services and knowledge as Utrecht hosts the biggest and highest-ranking university of the Netherlands with a flourishing applied sciences sector.

The city has a relatively young population composed mainly of young families and students. With its universities and (art) colleges, the Utrecht region will continue to have a relatively young and highly educated population in the coming decades.

The large educational institutes have around 3,000 creative graduates every year. The Utrecht School of the Arts is the largest art academy in Europe. In addition, there are various secondary education programmes where image is a vital part of the curriculum, such as the Graphical High School Utrecht.

As the 2nd film city in the Netherlands (measured by the number of makers who live and work in the city), Utrecht is also home to various special film houses, striking (film) festivals with a national appeal and

production places. Utrecht also offers unique museums, exhibition spaces and successful artists. Therefore, the cultural offer makes Utrecht attractive, for residents and visitors, as the Utrecht Monitor³ shows. The already strong cultural and creative sector is growing more and more, especially in the HUB-IN pilot zone, a former industrial site turned into a creative circular neighbourhood, called Werkspoorkwartier.

1.2 - Existing strategies

Healthy urban living⁴

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

“Healthy Urban Living” is the overarching and integrated policy for the city of Utrecht, which connects and transposes all other municipal policies, such as health, environment, mobility, transport, cycling, air pollution, green public spaces, creating healthy jobs, attracting industries linked to health knowledge, inclusiveness and equal opportunities.

Some districts of Utrecht are quite different in terms of statistics and opportunities, thus the Healthy Urban Living vision proposes a unifying policy that hopes to guarantee well-being for every resident of Utrecht, regardless of which part of the city they are in. The policy incentivizes the creation of more green and accessible spaces, the creation of new hubs, the improvement of the transport network and the transition to more sustainable energy forms.

Urban space and planning vision for 2040⁵

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

Incorporated into the Healthy Urban Living policy, the Urban Space and Planning Vision for 2040 proposes a ‘10-minute city’, in which all aspects of city living can be met by 10 minute walk, cycle or ride on public transportation. This plan is to reach the entire city, including the HUA pilot area, which will involve a greener and more polycentric urbanistic model.

Utrecht’s culture memorandum: vision until 2030 and culture policy 2021-2024⁶

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

The culture memorandum contains the current culture vision until 2030 and the culture policy for the period 2021-2024.

The vision is focused on diverse range of art and culture, inclusivity, stimulating creative capacity and space for artistic development as the four key themes.

The municipality grants subsidies to cultural institutions that make Utrecht a locally and (inter)nationally attractive cultural city. Cultural institutions such as museums, venues, neighborhood culture houses, festivals, foundations and associations can apply for a subsidy on the basis of this memorandum.

³ The monitor was created 25 years ago to build up integrated knowledge about what residents think of the city and build an increasingly complete picture of the state of the city. It now collects information in about 50 policy domains, based on nearly 600 indicators. For further information: <https://www.utrecht-monitor.nl/>

⁴ For further information: <https://healthyurbanliving.utrecht.nl/>

⁵ For further information: <https://omgevingsvisie.utrecht.nl/de-koers/ruimtelijke-strategie-utrecht-2040/>

⁶ For further information: <https://www.utrecht.nl/wonen-en-leven/vrije-tijd/kunst-en-cultuur/cultuurnota-2021-2024/>

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

This is a project that aims to transform the historic industrial area into a circular hub, a creative and circular hotspot, developed by and for creative circular entrepreneurs.

The project will make the area attractive for new sustainable and economic activity. It will create over 10.000 m² suited for industrious activity and more than 200 new job opportunities:

- Realise a circular, experimental garden 'Het Hof van Cartesius' as a space for starting, creative entrepreneurs
- Circularly renovate existing buildings as locations for new activities
- Develop a 'circular hub' for innovative and high-quality re-use of construction materials
- Transform the abandoned industrial harbour into a public site with sustainable hospitality sites

Part 2 – The Werkspookkwartier in Utrecht

This part presents the Werkspookkwartier in Utrecht, where the HUB-IN place – the Machinerie will be located.

2.1 - The HUA of Utrecht: the Werkspookkwartier

The HUB-IN area is the historic industrial area - the Werkspookkwartier - which is a triangular shaped area of 45 hectares located at the geographical centre of the city of Utrecht. It is an area that hosted old factory buildings for steel production, particularly trains and bridge constructions, and which is now being redeveloped into a cultural and creative neighbourhood.



The industry left this area between 1970s-2000, becoming an empty industrial heritage zone and most factory buildings fell prey to the demolition hammer.

Utrecht's growth spurt in recent years has had a positive effect on the area. Thanks to the efforts of creative entrepreneurs and developers, the Werkspookkwartier has recently gradually changed into a 21st century maker district. The municipality of Utrecht has stimulated the redevelopment of the heritage in the Werkspookkwartier. In 2012, a municipal strategy was developed to transform this zone into a business area for city-oriented and creative companies. This theme is enriched with two additional themes in 2021: circular development and urban facilities.

Werkspookkwartier, a business area in transformation towards a creative and circular making industry hub

Key Themes:

City-oriented	Crafts, making Maintenance, repair Services
Creative	Art, Culture New concepts, expression, crossovers design, media
Circular development	Building materials, waste flows, reuse Sustainable energy and mobility Design, knowledge
Urban facilities	Catering, cultural activities, events Sports, urban entertainment Education

Core Values:

Pioneering Spirit	Innovative, experimental Artistic, surprising Small scale
Industrial	Raw, unpolished Contrarian, Opposite of the existing city
Free	Open-minded, relaxed, openly accessible Bohemian, irregular Autonomous, independent
Cohesion	Community, lifestyle Meet Interaction, sharing knowledge
Vivid	Dynamic, continuous change Temporality Stay, entertain

Because of its cheap rents and large spaces, the district was quickly appropriated by local artists, who started to transform it. In 2014 there was a catalyst for this development when the biggest industrial assembly hall from the 1960 was redeveloped: the Werkspoorkathedraal. It is now a studio for creative entrepreneurs involving a lot of cooperation, event organisation and a buzzing Werkspoor pub. It is used for television recordings, operas and concerts, (food)markets, conferences, business meetings. Indeed, the Werkspoorkathedraal has become a cultural hotspot, with local and national impact.

The municipality has particularly stimulated its revitalization as well as its annex building (trafohuis) and the industrial harbour which is part of the heritage site.

In addition, the municipality enhances the sustainability of heritage buildings, which, for example, will result in the use of solar panels on the roof of the Werkspoorkathedraal in the future.

This area is open and publicly accessible, representing the first step in the redevelopment of this district, cementing its reputation as being attractive and drawing all kinds of new initiatives.

As a result, several other creative hotspots started to develop in the area, ranging from low budget workshops to high end workspaces for game-developers and architects.

Nowadays, the HUA is filled with hubs of community environments with shared identities. Artists working by hand, circular entrepreneurs, musicians creating contemporary music, wood experts, steel workers, etc. In an organic way, artists and creative entrepreneurs are growing daily in this area.

In addition to a location where this creative class comes to work, it is now becoming an exciting urban destination with a mix of authentic public spaces and alternative places to meet, visit and enjoy. Here visitors find food and drinks, sports, playgrounds, neighbourhood workshops, films, exhibitions, concerts and events in unexpected locations.

A vibrant environment: diverse, open, outward looking and interconnected, which continue being developed.

Social and economic profile

The Werkspoorkwartier is largely a really mixed business park with a wide diversity of industry (manufacturing industry, repair, trade, energy, city companies). There is a shift happening towards more city-oriented business. The area has also become the most important location for the creative sector with now eight creative breeding grounds (and some new ones on the way).

Utrecht is experiencing rapid growth of the creative industry; the creative sector grew between 2011 and 2016 by 19%, much faster than the non-creative sectors (4% growth). The Werkspoorkwartier offers for these companies an ideal working environment and appears to be loved by all sections of the creative sector: from the creative arts and design to media and creative services. The number of creative companies has grown strongly and continues to grow in the Werkspoorkwartier. Currently, one third of the employment takes place in the creative sector. Characteristic for the area are the diverse creative community environments. Each of these are interactive places with their own character and their own community of self-employed entrepreneurs. Together they serve (also in terms of rent level) the different segments of the creative sectors: from artists and makers to service providers and media.

Cultural heritage

In a cultural sense, the significance of the area has greatly increased. The area has long been a place where art is made. Already before the transition from business park to work landscape, some former Werkspoor buildings were in use for art education and art studios. The VlamPijp studios are still left from that time, with more than 75 visual artists, designers and creatives one of the largest cultural breeding grounds in Utrecht.

In addition to a place where art is made the area is also increasingly becoming a public environment where experiment and innovation are shown.

Gradually, the Werkspoorkwartier has also increasingly become a public place for cultural activities. About ten years ago this started with temporary events, initiated by creative pioneers such as the Friends of Cartesius, Buurvrouw & Buurvrouw, LunaWorx, Autobahn, Expodium and Cartesius Museum. It worked as placemaking for new public which put the Werkspoorkwartier on the map as an alternative destination in the city. With the realization of the various creative breeding grounds, permanent places have now been created for cultural activities and events. The communities periodically form alternative places to ensure that the Werkspoorkwartier remains a unique place to experience in the city.

2.2 - Brief SWOT of the area

Strengths

- Existing local strategies define the aim of the Werkspoor district as a business area in transformation towards a creative and circular making industry hub
- Werkspoorkwartier will remain an inner-city business area in the future
- There is already a strong co-creation culture as the area is developed in a joint and bottom-up way, involving a lot of cooperation and co-creation to generate and host many bottom-up initiatives
- Circular development is still a growing theme in the district, fitting with Utrecht's ambition to become a fully circular city by 2050
- There is a network of circular pioneers and creative entrepreneurs in the area
- The number of creative companies has grown strongly with currently a third of employment in the creative sectors
- Several pavilions that have been built are composed of 90% used and bio-based materials

- There is a B2C circular hardware store
- Since 2014 the Werkspoorkathedraal acts as a catalyst for the development and attractiveness of the area, drawing all kinds of new initiatives
- The Werkspoorkwartier has become a new type of urban landscape and an alternative urban destination. There are various leisure functions and catering establishments, and the area has all kinds of cultural, artistic and fun public activities
- The district has a pioneering role, among other things based on the knowledge and concrete applications of the Hof van Cartesius (a creative sustainable community for entrepreneurs) and Buurman Utrecht (a workshop and hardware store for the reuse of materials).

Weaknesses

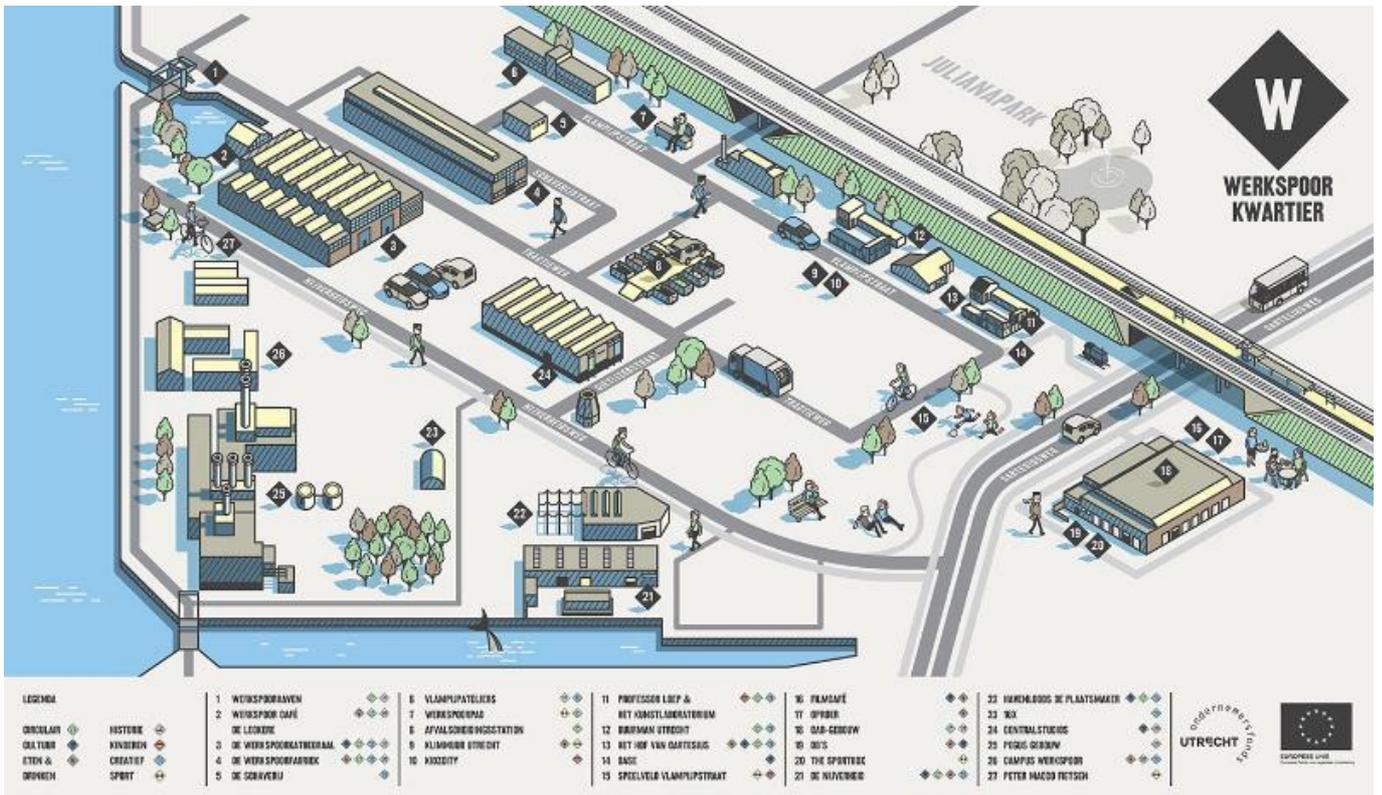
- There is no residential population at the Werkspoorkwartier
- The place is polluted with reduced green and healthy areas
- There is still a feeling of emptiness with little infrastructure (e.g. cycling and walking paths are still minimal in the district).

Opportunities

- Promising environment for creative crossovers and innovation, where one can learn by doing, working with place-based methods and tools that are in line with the goals for the neighbourhood
- Freedom to experiment and initiate activities as the area is functioning as a testing ground for creative circular entrepreneurship
- In a consortium with educational and knowledge institutions the area is working on new knowledge about circular building, with many opportunities for minimising and reusing raw materials, for efficient collection and reuse of waste streams, for circular construction and sustainable energy supply
- The area is promising for new activities focused on knowledge, data, design and the creative part of the circular construction
- The Werkspoorkwartier can respond to the needs generated by the growth of the city by offering space for urban services and facilities such as (applied) education, sports and public green spaces. Indeed, the development of many homes in the immediate vicinity (Wisselspoor, Cartesiusdriehoek and Leidsche Rijn Centrum) shows an expected growth in the demand for facilities and (green) use space. The Werkspoorkwartier with its diversity and space is a self-evident environment to give further meaning to these needs
- With the arrival of cultural facilities such as the Machinerie the importance as an urban destination will increase further.

Threats

- The Werkspoor area is becoming a place for the privileged highly educated citizens of Utrecht, with no inclusion and diversity to ensure a space that is open and welcoming to everyone.
- Less attractive environment for future artists and innovators who might find the local regulation and red tape discouraging for future entrepreneurial and organic ideas if the municipality acts more as a regulator than supporter.
- Commercial and tourism-oriented activities could take over this attractive neighbourhood, giving less space to the residents and the local creatives.



2.3 - HUB-IN place: The Werkspoorkwartier with the Machinerie as the local hub

The Machinerie will be a creative, climate-neutral hotspot, acting as a central networking web for the HUA: the Werkspoorkwartier.

The role of the Machinerie within the HUB-IN project aims to realise an innovative cooperation with various parties part of the Machinerie, to ensure an overarching programming and thus to be of added value for the public function of the Werkspoorkwartier. The role that the Machinerie will play in the Werkspoorkwartier is threefold:

- First, within the Historic Urban Area of the Werkspoorkwartier, the Machinerie will be the testing HUB. Several organisations will make use of this building and by creating a community they aim to realise creative crossovers.
- Second, the overarching programme of the Machinerie must be of added value for the public function of the Werkspoorkwartier to familiarise the audience with the place.
- Third, the aim is to make a connection between the Machinerie and organisations, companies and artists in the Werkspoorkwartier.

Originally an industrial building from 1960 and currently being used as an event hall to attract public to this area, the Machinerie will be turned into a co-created centre for film and visual cultures, the concept for this new endeavor having emerged based on cooperation with local stakeholders.

The three initiators are:

- Nederlands Film Festival (Dutch Film Festival)
- HIT (Hoogt in Transitie – arthouse theatre)
- FOTODOK (organises exhibitions, lectures, and education programs around social themes. FOTODOK tells stories through documentary photography and also combines this with other media such as film, virtual reality and web documentaries).

Located at the heart of the Werkspoorkwartier, at ten minutes by bike from Utrecht Central Station, easy to reach for the whole of Utrecht and everyone else, with a striking building and a rich programme, the Machinerie has the potential to reach a large and diverse audience.

The building will host the following functions: education and talent, creative innovation, presentation (regular programming and festivals) and community. For example:

- It will host arthouse movies
- It will have four rooms for new media presentations and film presentations
- It will host an exhibition space
- It will host studio's and work spaces for creative makers, especially in animation and interactive media
- It is going to be used for education on media literacy and talent development
- It will support creative innovation and multidisciplinary/crossovers
- It is going to be a place for festivals on film & new media
- It will host the community in this field of visual culture
- It will be a place for the citizens of Utrecht/inhabitants of Werkspoorkwartier to explore work by local creatives
- It will have a grand cafe for inhabitants/creatives/others to enjoy
- It will be a place to explore and reflect on urgent societal themes in a creative manner

Currently one real estate entrepreneur is involved, and the municipality is supporting the development. According to the current planning, the Machinerie will be refurbished by the end of 2023. There is flexibility in refurbishing the building, as it is not a heritage building; however, the owner wants to build on the history of the building and its historical area and highlight the cultural heritage.

In consultation with the core partners of the Machinerie and entrepreneurs from the visual culture sector, MONK Architects has made a design for this multifunctional building. The starting point for the design is a sustainable, inviting and accessible building; a building that stimulates everyone to spontaneously walk in and participate in the varied range of programmes.

Brief SWOT of the Machinerie

Strengths

- The core partners each have their own publics in Utrecht, the region and in the country and are expanding these in the Machinerie independently and together with the partners of the Machinerie.
- The location of the building
 - The Machinerie is located exactly between the oldest and newest part of Utrecht, the hub of districts such as Zuilen, the new Cartesius triangle, Lombok and the exceptionally fast-growing Leidsche Rijn district.
- Attractive to individual makers and organisations:
 - Provides good workspace
 - Provides more and better opportunities to expand and improve one's own activities, better opportunities to serve the public, to bring education and talent development to a higher level.

- The Machinerie is a kick field, springboard and landing place; for proven talent, a networking place and a place to broaden and deepen knowledge and gain inspiration.
- The Machinerie aims to become part of the fixed curriculum of various art academies and university programmes and offers students an accessible programme in which learning by looking, interpreting and making is central. By bringing together young and established makers, the Machinerie becomes a meeting, making and presentation place for students, also outside the walls of the programme. Students of non-creative programmes at Secondary and Higher Educational level are also looking for cultural destinations where they are inspired and can meet others. The Machinerie must be such a destination by excellence.
- Substantive, practical and technical guidance offered in the development of new work.

Weaknesses

- The building is not yet finished.
- The governance structure is still under development

Opportunities

- Easy to reach future audience formed by the residents from the nearby neighbourhoods based on previous, current and future placemaking activities, furthermore their needs and wishes are known based on previous public research.
- Diverse core partners contribute with knowledge, expertise and their own network thanks to the joint housing at the Machinerie.
- The joint housing in the Machinerie alone provides the core partners with new opportunities.
- The income from the temporary business rental can directly benefit programming and communication.
- The core partners already have various talent programmes and can reach a larger audience in the Machinerie for these programmes.
- Leverage on the diversity and backgrounds of the makers to build an inspiring programme (e.g. they make feature films, documentaries, animation and interactive productions and are photographers, directors, screenwriters or producers).

Threats

- The Machinerie still needs to develop an organisation and governance model that is sufficiently agile to collect and accommodate good ideas, connect partners, develop a community, promote and implements joint programmes in a highly responsive way.
- The question remains of how it can be avoided that the Machinerie becomes no more than the landlord of creatives, without a leading role of Foundation de Machinerie, its direction and mandate.

Part 3 – The vision, values and missions for the Machinerie

3.1 - Vision

The Machinerie strengthens film and visual culture in the Netherlands. Our inspiring, innovative, and high-quality programming connects audiences and makers. At this dynamic hotspot we show images in all their facets. Through education and talent development, we offer everyone plenty of development opportunities.

The Machinerie is an attraction for the national public and for visitors from the city and region of Utrecht. For this large audience, the Machinerie is an accessible place where every day of the week, from early in the morning to late at night, there is plenty to see and experience.

Utrecht residents are invited to meet each other and view the latest film house film, photo exhibition or interactive installation. In this way, they become part of the latest experiments in the field of film, photography and visual culture and enter into dialogue with makers. And not only that. In the Machinerie, the world and the neighbourhood pass them by. In real life and in stories. Thanks to all this movement, social topics become tangible and negotiable: visitors get to know the world, each other and Utrecht better.

The Machinerie is strongly connected to the historic urban area where it is located: the Werkspoorkwartier by becoming its core hotspot via collaborative projects and place making that strengthen the community and trigger the branding of the Machinerie. Its programme will be developed with and for communities and organisations located in the neighbourhood and in the city.

Our motto: 'Magic happens outside the comfort zone.'

3.2 - Values

- The Machinerie is creative, inspiring and stimulating
- The Machinerie is linking and connecting
- The Machinerie is at the heart of society, open, accessible and inclusive

The Machinerie is creative, inspiring and stimulating

- We give space to new developments in visual culture and stimulate them.
- We challenge starting and established talents to develop further.
- We are fully committed to image education for young people.
- With the activities of the Machinerie we support the further development of the historic urban area (Werkspoorkwartier) in which it is located.

The Machinerie is linking and connecting

- Animation and interactive media have no home in the Netherlands from which they can conquer the world; that's what they find with us.
- The sum of its parts alone makes the Machinerie unique in the Netherlands as a place for makers, audiences and presenting organizations.
- It is not evident and easy for creatives to easily find each other and connect with each other among different disciplines. The core partners are all strong players in their field. This increases the power

to work together and continue to build on. This allows the Machinerie to stimulate and inspire makers and audiences to get out of their comfort zone. It is the engine that stimulates and inspires image makers to create new stories with images. In the Machinerie they let their imagination run wild. With visitors from all kinds of backgrounds, they explore new worlds.

- The core partners bring in the best aspects from their organization, their network and their programme. They use their knowledge and expertise for the Machinerie and in the Machinerie.
- The Machinerie connects the activities of the tenants and puts its own programme on top of that.
- Local makers will benefit from our audience, sparring and cooperation partners.

The Machinerie is at the heart of society, open, accessible and inclusive

We reflect these values explicitly in our programming and collaborations:

- We give platform and depth to current social themes by telling visual stories that offer a new perspective on these themes.
- We put together the programmes in close cooperation with partners who are also outside the cultural sector.
- We welcome all residents of the city and encourage our environment and our audience to provide feedback on our programme and develop their own initiatives.
- Visitors, young and old, with diverse backgrounds, come together in the Machinerie to have fun, discover something new and develop.
- The road to the building and the building itself are accessible and attractive.
- We actively seek the connection with our audience. Every visitor is welcome. After all, we want to be a place for everyone.

The core partners or initiators endorse these values and principles, meaning that they recognise themselves sufficiently in the objective of the Machinerie. At the same time, the core partners have an eye for their own objectives. Precisely because the core partners know what their own principles are, there will be a continuous “checks and balance” in the stable operation of the Machinerie. After all, the core partners form the conscience of the organisation.

3.3 - Missions

We give substance to our vision according to the following core missions:

- Mission 1: Define and implement an appropriate governance structure for the Machinerie
- Mission 2: Launch and present the Machinerie to the wider audience
- Mission 3: Boost innovation and creativity via talent development programmes
- Mission 4: Promote community building, networking and know-how exchange to co-create the Machinerie
- Mission 5: Connect the Machinerie to the Utrechters and to the Werkspoorkwartier, its circular pioneers and creative entrepreneurs and build on its history

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

This mission is focusing on setting up the organizational structure of the Machinerie in a sustainable way by building on the Foundation the Machinerie, founded in April 2020 by the directors of the initiators (FOTODOK, Hoogt on Tour and NFF).

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

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

This mission is focusing on the development of the main programming lines and seasonal programme in collaboration with the community, initiators and other stakeholders. It will build a strong brand and marketing and communication strategy. A specific focus will be set on the opening festival of the Machinerie by setting up a series of various activities (exhibitions, film series, interactive educational programme) that are at the intersection of visual art and gaming, satellite programming around smaller and local film festivals and large scale exhibitions connecting artists and residents. The mission will be key to anchor the Machinerie as a stage, a making and exhibition space where audiences and makers like to come together to gain new experiences and experience new stories.

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

Mission 3: Boost innovation and creativity via talent development programmes

The mission seeks to allow makers and visitors to learn and develop themselves with regard to film and visual culture. One of the key actions is the development of a TalentHub to offer image makers the opportunity to further develop their talent focusing on three points: (audio) visual talent in the Utrecht region, interdisciplinary talent development and animation. Talent development will be pursued via diverse programmes such as workshops, masterclasses, knowledge updates and coaching for preschoolers, early career creatives as well as experienced creatives. For the public, in addition to a range of workshops, the Machinerie will also offer, for example, meet & greets after premieres or a film pub quiz in the café.

Main HUB-IN Clusters targeted: **Culture and Creative Industries (CCI)**

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

This mission is oriented to set up an active community for the Machinerie to ensure that it becomes more than the sum of its parts, stimulate exchange and cross-pollination and, in the run-up to the opening, make joint programming. Organizations and entrepreneurs from different disciplines will be brought together as active networking helps to build bridges between the entrepreneurs themselves as well as with the public.

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

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

This mission focuses on creating connections and exchanges with the Werkspoorkwartier and the city of Utrecht. The connection to the Werkspoorkwartier will be done via collaborative projects and place making that strengthen the community and trigger the branding of the Machinerie. Its programme will be developed with and for communities and organizations in the city. The Machinerie will focus on connections with the city of Utrecht including a wide range of various visitors and audiences: local residents, volunteers, socially engaged organisations, educational and cultural institutions, makers, creative entrepreneurs and the public from the wider Utrecht region.

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

4.1 - Overall current governance aspects

Since its set-up the governance model of the Machinerie has evolved. The Foundation, the Machinerie, was established in April 2020 by the directors of the three initiators (FOTODOK, Hoogt on Tour and NFF). Initially the foundation worked with a commission, whereas from April 2022, a director was appointed to coordinate governance aspects as well as the completion of the building. In addition, the Machinerie opts for an independent board composed of three board members, including a chairman; board members being appointed by the initiators via an open application process. With the appointment of a director and the formation of an independent board, Foundation the Machinerie has entered a new phase.

The Machinerie is supported by three core partners: FOTODOK, HIT and NFF:

- FOTODOK was looking for a new location that offers more visibility and fits in with the changing exhibitions and more extensive programmes that they develop, such as the FOTODOK Taferelenavonden where a maker is invited to tell more about their work. In the Machinerie they can present three or four exhibitions a year and enter into a stronger and thematic interaction with the programming of HIT. The Machinerie brings together organizations and makers who all contribute their expertise and network to a physically inspiring place. For FOTODOK an excellent opportunity to play a role in these developments.
- NFF was looking for a new place for the office and a space in the city that offers the opportunity to work on talent development and education throughout the year. Successful initiatives such as Talent en Route and BoostNL can thus be given a place all year round. The NFF also hopes to be able to organize much-sought-after educational activities such as Blik op de Set not only during the festival but also during the year. During the festival, the Machinerie is an important festival hotspot for audiences and professionals. The Machinerie also offers NFF the long-sought-after place for the NFF Interactive Expo. In addition, NFF values the community of makers that is located in the building, the possibility to use the rooms of HIT throughout the year and a joint commitment to education and talent development. There is also room for more Dutch film screenings and (pre)premieres throughout the year. The NFF has the ambition to bring all releases of Dutch films to the Machinerie and to provide them with a rich context together with the makers involved.
- HIT mainly shows innovative and artistic film offerings, helps makers to build up an audience and actively introduces children and young people to visual stories in all their forms. The starting point is a varied range of iconic makers who have high artistic quality both in terms of content and form. HIT actively makes the connection with makers and uses them to give context to the films. After a nomadic existence during several years, HIT gets the opportunity to serve its audience in a fixed place again. In the Machinerie, HIT can fulfill its artistic and social role and thereby take on a new role in the city, for example by creating a stage for crossovers and makers in collaboration with the core partners and other residents, and a platform for the community of moving images. At the same time, HIT can become a base for film and image education and deepening visual culture. HIT is looking for space for deepening, so that more quality films reach a larger audience, but also room for broadening to the more accessible arthouse film and innovation. In the Machinerie, HIT can offer a stage to all forms of visual culture and crossovers of visual culture with other art forms.

Core partners HIT, NFF and FOTODOK want to work, program, develop and do business in the Machinerie. They want to continue their current activities within a good workspace, but above all exploit more and better opportunities to expand and improve one's own activities, better opportunities to serve the public, to bring education and talent development to a higher level. Furthermore, additional common areas and the collaboration with all fellow residents of the Machinerie offer many opportunities for programmes and activities that were not possible until now, such as the development of a TalentHub.

4.2 - Potential future collaboration, partnerships, governance and key actions

Key organisations

In addition to the three core partners (FOTODOK, HIT and NFF), various creative companies and makers will establish themselves in the building.

In a way, the Machinerie is a multi-company building with offices, four cinemas, exhibition and event spaces and a grand café. In addition, the Machinerie has space for commercial rental, provided this is not at odds with the identity and appearance of the Machinerie.

For the success and development of the Machinerie, it is crucial to bring together diverse expertise and perspectives around image. Therefore, a diverse composition of tenants and partners is necessary. The Machinerie will form a close-knit community with different types of partners:

- **Permanent tenants at the core of the Machinerie and representing the professional community.** These tenants have been involved in the development of the Machinerie at an early stage. They are enthusiastic about the opportunities that this place offers and have expressed intention to rent a space permanently or flexibly and to work intensively with the Machinerie and / or partners of the Machinerie.
- **Temporary tenants and parties: they develop joint programmes with the Machinerie.** They can rent the exhibition space, offices and cinemas or a combination thereof. (for example, the HKU Utrecht School of the Arts that could rent the exhibition space for presenting graduation work, companies that want to meet in an inspiring environment or organizations that are looking for a space for an event where they can accommodate a large audience)
- **Strategic partners**

Furthermore, the Machinerie can only exist thanks to a large group of stakeholders: local residents, volunteers, socially engaged organisations, educational and cultural institutions, makers, creative entrepreneurs and the public from the wider Utrecht region.

Future governance considerations

Possible governance structure - Foundation the Machinerie

The Foundation, the Machinerie, was established in April 2020 by the directors of the three initiators (FOTODOK, Hoogt on Tour and NFF).

Since its set-up the governance model of the Machinerie has evolved.

In April 2022, a director was appointed to coordinate governance aspects as well as the completion of the building.

In addition, the Machinerie opts for **an independent board** composed of three board members, including a chairman; board members being appointed by the initiators via an open application process.

Responsibilities Foundation the Machinerie

Important responsibilities of the Foundation the Machinerie are:

- Building management, leases permanent and flexible subtenants, facilities such as cleaning and security and maintenance.
- Editing and production of own programming (e.g. a hub focused on talent development of starting and established image makers) and coordinating, facilitating and producing joint programming together with the core partners, the other subtenants and external parties. Sometimes Foundation

the Machinerie is only co-initiator or only facilitator, sometimes foundation the Machinerie takes full final responsibility for the programming, organization and presentation. The programmes over which foundation the Machinerie takes control are always complementary to the already existing activities of the core partners and other subtenants, where possible they reinforce each other.

- Joint programming requires a flexible organization, which comes up with good ideas, collects them, connects partners, develops a community, promotes and implements programmes.
- Raising funds from grantees, companies, individuals and funds to finance these programmes.
- Operating the grand café (if under its own management).

Committees

Foundation the Machinerie and the core partners are investigating the possible development of **two coexisting committees** (or another legal entity) within which cooperation with all subtenants is organised:

- **Tenants' Committee:** A delegation of the tenants consults on behalf of the whole with the landlord (the Machinerie foundation) about all building-related matters.
- **Programme Committee:** composed of the co-residents of the Machinerie, but also external partners who contribute to the joint programme. For example, one possible design is that from among its members, this committee puts together a five-member programme council. This includes the core partners with a permanent public function as well as a representation of the other tenants. As such, the programme committee is a reflection of the subtenants (including the core partners), and possibly also of external substantive collaboration parties, who contribute to the Machinerie programme. This committee will consult with the Foundation the Machinerie and programme department on a regular basis.

The director of Foundation the Machinerie

The director of the Foundation the Machinerie will have the responsibility of:

- boosting the cooperation between the core partners
- promoting the joint programming of the core partners within the Machinerie
- ensuring that the interests of one of the core partners are not overlooked under those of the other.

For the time being, foundation the Machinerie has one general director in mind, but this will be determined in more detail on the basis of the elaboration of the organizational structure, including the way in which the programming function is set up.

Working group

A working group to support the director will be formed by the directors of the core partners. Its role is to support the director by:

- jointly develop and elaborate the substantive policy of the Machinerie
- follow and support the process up to the completion of the building
- function as an advisory board for the board of foundation the Machinerie.

The working group may set up **several sub-working groups** comprising employees of core partners, supplemented where necessary by external expertise or representatives of other future tenants, to prepare or elaborate specific topics.

Possible structure joint programming

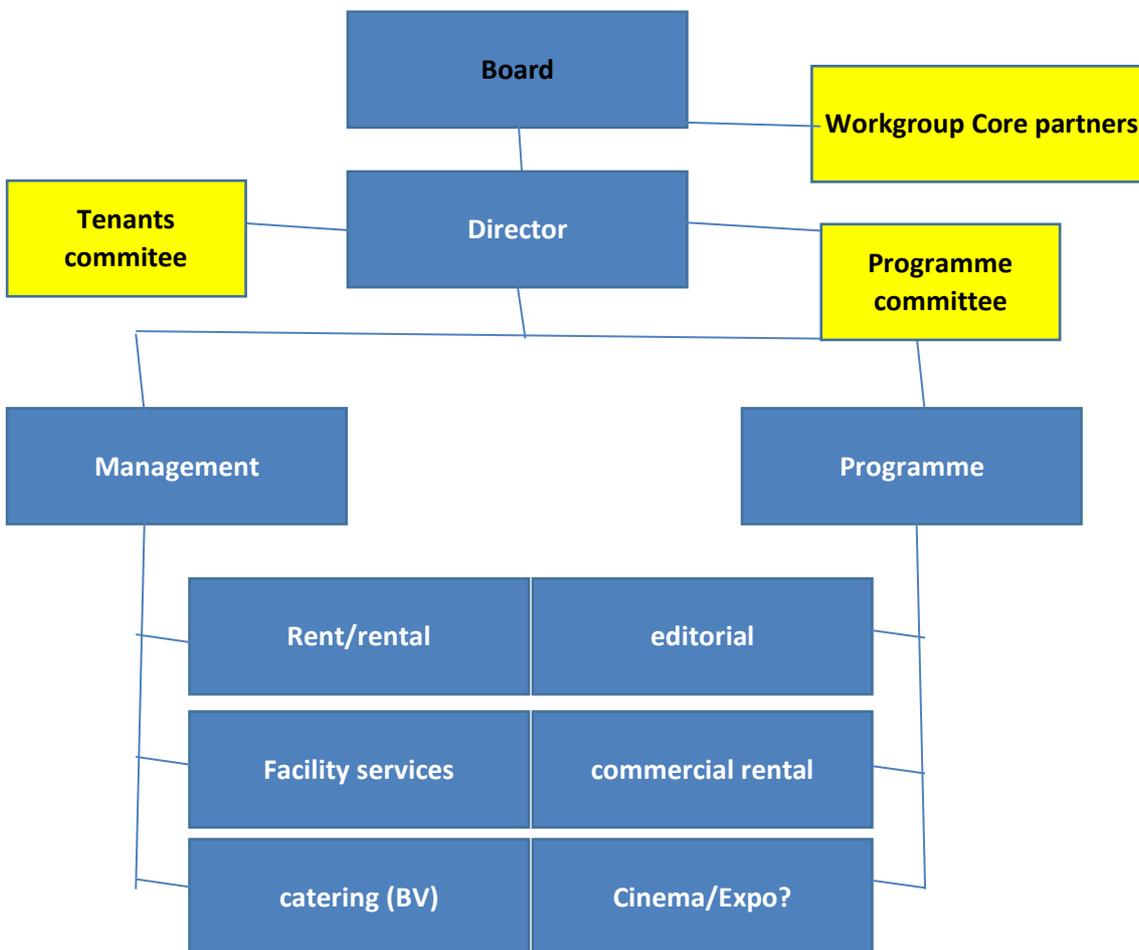
Foundation the Machinerie is leading the programming of the building. This is done with and through the efforts of the core partners. Other parties can probably also programme on an ad-hoc basis. This can be tenants, but also external parties. The events always need to focus on visual culture to be in line with the mission of the Machinerie.

The joint programme activities could be included in a **programme department of Foundation the Machinerie**. This department acts as a strategic umbrella to allow for a global overview and central control via:

- an editorial office for its own programmes and joint programmes. The collaboration with HIT and FOTODOK are also embedded here, both of which provide permanent public programming in the Machinerie.
- incorporating communication activities
- coordinating the planning and business rental of public spaces (cinemas, exhibition and event spaces) as when using the public spaces, there may be mutual 'competition' about the use on certain days or in a certain period.

The fact that the income from the temporary business rental can directly benefit programming and communication is an additional advantage of setting this department up.

Figure 1. Possible organisation structure of foundation the Machinerie



In short

A leading role by Foundation the Machinerie is crucial and even a precondition. The rental and management of all spaces, the operation of the catering industry and the own and joint programming require an organisation that acts as the main tenant for the private landlord EWU (Erfgoed Werkspoor Utrecht (Heritage Werkspoor Utrecht), a good service organization for all subtenants and an organisation that can set up a rich and innovative programme, ensure well-equipped and well-maintained work and public spaces, spaces that offer all tenants optimal facilities.

Core partners

The core partners each will have their own input, especially in the aspects of education, talent development and facilitating crossovers. By giving maximum scope to the input of each of the parties, the desired synergy is created. It is of course important that the various partners continue to recognize themselves in the content but preserving the identity and even the name of partners is of secondary importance. It is important to lay down agreements on governance well in advance of the formal opening and to specify in concrete terms what substantive contribution everyone can make and where cross-fertilization is possible. Ultimately, the main thing the partners will look for is the optimal form in which Utrecht visual culture is stimulated, facilitated and can be made visible. Important substantive components are: (1) education, (2) talent development, (3) financial support, (4) presentation and (5) facilitation of crossovers when it comes to healthy visual culture in Utrecht.

Selection of future parties

For the selection of future tenants, a tenant selection tool will be developed containing a series of questions and selection criteria that the tenant committee / director of the Machinerie can use when scouting new tenants (a first draft can be found in Annex 2). 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 Machinerie and short-term tenants (NFF zone, community square, renters of flex desks).

Possible future collaborations

In the future, the Machinerie would like to link to and cooperate with a wide range of organizations, who collaborate with the Machinerie in many different forms. As of August 2022, in order to develop such collaborations for the future, the Machinerie is in contact with various talented makers and professionals with different backgrounds (e.g. makers of feature films, documentaries, animation and interactive productions, photographers, directors, screenwriters or producers, animators, game developers, new media companies etc), presentation organizations, academic and educational partners. Future collaborations could potentially consist of:

- **Tenants who will rent work spaces in the building.** As mentioned above, the selection of future parties and tenants will be done based on the selection tool that will be developed containing a series of questions and selection criteria.
- **Creative makers and presentation organisations**
- **Educational institutes and academic partners.** In addition, it is important to note that the Machinerie could potentially offer inspiring studio spaces for the newly graduated HKU students.
- **Stakeholders in the Werkspoor district.** For its placemaking activities, to better anchor itself in the Werkspoor neighbourhood and respond to its needs, the Machinerie sees crucial the strategic link with active stakeholders in the Werkspoor district
- **Potential other partners in Utrecht.** Key actors from the City are also important since the Machinerie is developing its programme with them
- **Potential audiences.** In addition, the Machinerie will pay particular attention to the link with its existing and potential audience; the different target groups are described in “Part 5 - Branding”.

4.3 - Portfolio of key actions

This part of the roadmap document includes the key actions identified during the co-creation process in Utrecht. These set of key action 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*⁷, the ingredients represent the key factors and considerations that are required to enable innovative and entrepreneurial behaviour to emerge and flourish in HUAs.

The enablers, challenges, tools for implementation and other considerations for all the actions are included in the ANNEX 1.

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

Portfolio of key actions

- A1.1: Develop the Machinerie's organisational structure
- A1.2: Develop the cooperation agreement between the Machinerie and its partners
- A1.3: Develop a clear tenant management and coordination process and prepare the tenant agreement

A1.1: Develop the Machinerie's governance structure

Clearly define the relationship between the core partners/initiators and foundation the Machinerie by organising one or more working sessions in collaboration with an independent (preferably local) strategic consultancy firm.

Determine how precisely the foundation the Machinerie relates to its other partners, such as the building owner and the Municipality of Utrecht, by organising work sessions around this topic, actively including the various partners.

1. **Alliances, Partnerships:** Foundation the Machinerie, Initiators, Utrecht municipality
2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Human Resources, Leadership, Finance
3. **Expected impact:** Clearly developed and agile organisational structure, cooperation agreement and tenant management process

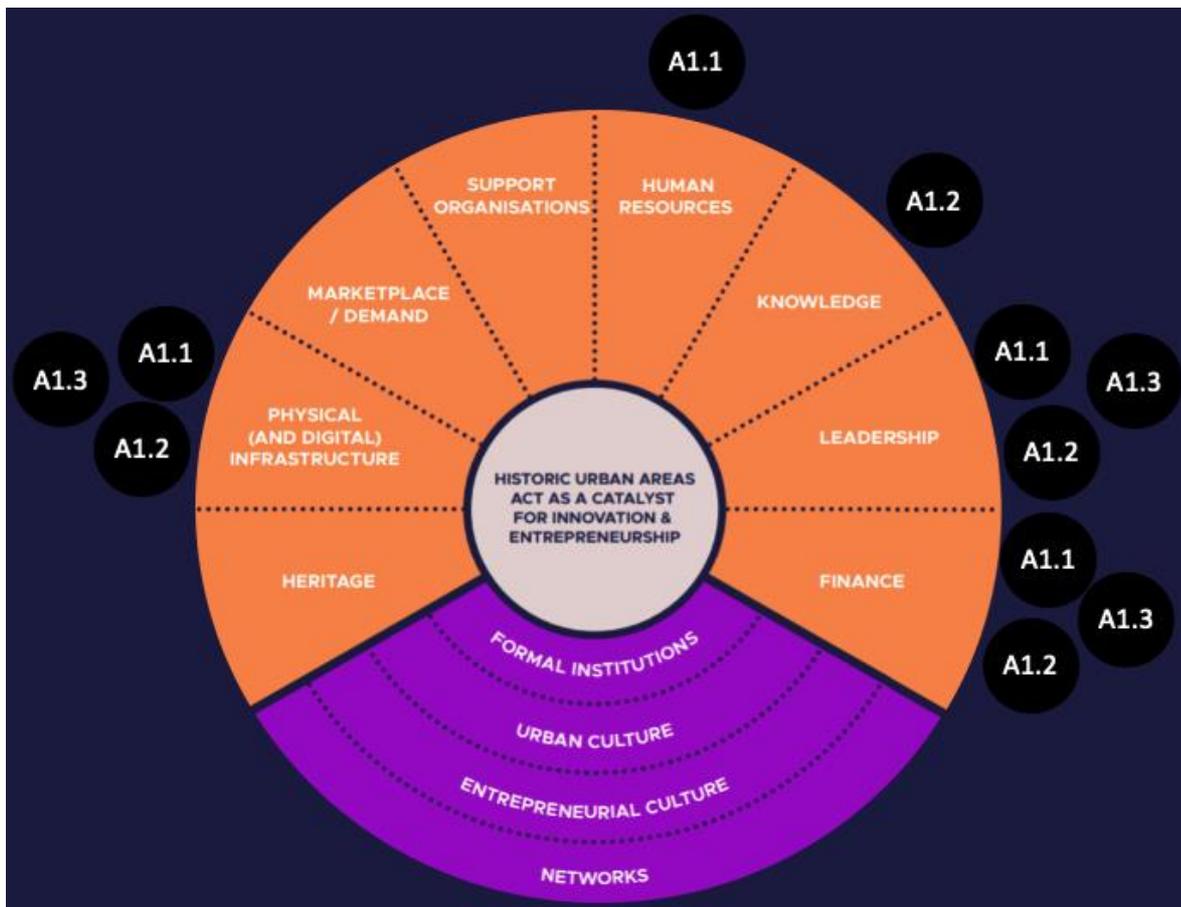
A1.2: Develop the cooperation agreement between the Machinerie and its parties

1. **Alliances, Partnerships:** Foundation the Machinerie, Initiators, Utrecht municipality
2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Knowledge, Leadership, Finance
3. **Expected impact:** a developed and signed cooperation agreement

A1.3: Develop a clear tenant management and coordination process and prepare the tenant agreement

1. **Alliances, Partnerships:** Foundation the Machinerie, Initiators
2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Leadership, Finance
3. **Expected impact:** Clearly developed tenant management process

⁷ available at: <https://hubin-project.eu/library/the-ingredients-of-a-hub-in-place-hub-in-framework/>



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

Portfolio of key actions

- A2.1: Organise and implement an opening festival with diverse events
- A2.2: Develop and start the main programming lines and seasonal programme in collaboration with the community, initiators and other stakeholders
- A2.3: Build a strong brand and marketing and communication strategy

A2.1: Organise and implement an opening festival with diverse events

The Machinerie has identified the following potential activities:

- A cross-medial exhibition that pays a tribute to the industrial past of the Werkspoorkwartier, which will therefore be titled 'Aan het werk' (get to work). For example, part of the exhibition could be, among others works, the work *Bureaucraties* by photographer Jan Banning and *Tokyo Compression* by photographer Michael Wolfs, or the interactive installation of Floris Kaayk, in which the artist depicts the various emotions on the work floor.
- A film series called 'Working nine to five', including Chaplin's classic *Modern Times*, and modern successful movies by Ken Loach, Michael Moore and Michiel van Erp.
- An interactive, educational program hosted by NFF, in which students will follow acting lessons, for example by playing scenes from the popular series *Vakkenvullers* (stock fillers).

1. **Alliances, Partnerships:** Foundation the Machinerie, Initiators
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Marketplace/demand, Finance
3. **Expected impact:** An opening festival

A2.2: Develop and start the main programming lines and seasonal programme in collaboration with the community, initiators and other stakeholders

Co-develop and start-up the main programming lines, in collaboration with the community, initiators and other stakeholders. Possible directions for its programming:

- Programming at the intersection of visual art and gaming, in collaboration with Dutch Game Garden.
 - Hosting and organising satellite programming around smaller (cinematic) and local film festivals (for example the Palestina Film Festival, Le Guess Who? and What You See).
 - Curating large-scale outdoor exhibitions in which the Machinerie connects renowned artists to residents, making the faces of the neighbourhood visible (quite literally).
1. **Alliances, Partnerships:** Foundation the Machinerie, Initiators, other with the Machinerie aligned presentation organisations, community
 2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Marketplace/demand, Human Resources, Leadership, Finance
 3. **Expected impact:** A programme

A2.3: Build a strong brand and marketing and communication strategy

- Build a strong brand as a centre for film and visual culture that is visibly and recognisably present both in the Utrecht region and in the Netherlands with talent development and education as important pillars and animation, interactive design and documentary photography as distinctive features.
- Inform existing audiences of the core partners about the arrival and presence of the Machinerie.
- Recruiting a diverse audience for the Machinerie, both in age, cultural background and level of education.
- Building loyalty among the visitors of the Machinerie.

In the run-up to the opening of the building, marketing & communication about this new location will take place via the core partners and the Machinerie itself, in order to mobilize their supporters. Subsequently, audience profiles are built up on the basis of the visitor data and a marketing approach is drawn up.

1. **Alliances, Partnerships:** Foundation the Machinerie, Initiators, other organisations aligned with the Machinerie's presentation
2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Finance
3. **Expected impact:** a strong brand and marketing and communication strategy, brand awareness for the Machinerie



Mission 3 | Boost innovation and creativity via talent development programmes

Portfolio of key actions

- A3.1: Develop the Machinerie Talent Hub as an interdisciplinary training and talent development programme stimulating knowledge exchange
- A3.2: Contribute to shaping a media-wise youth
- A3.3: Share knowledge and inspire residents and the wider public

A3.1: Develop the Machinerie Talent Hub as an interdisciplinary training and talent development programme stimulating knowledge exchange

Before opening its doors to the public, the Machinerie wants to focus on talent development via the development of the Machinerie Talenthub in collaboration with its partners, with the scope of reaching young artists with its talent development programmes as well as confirmed and experienced artists via specific tailor-made coaching sessions.

The Talenthub will also stimulate knowledge exchange among cross-disciplinary creatives and entrepreneurs such as filmmakers, AR/VR designers, photographers, animators and everyone in between and around them.

The Talenthub will be strongly rooted in Utrecht, but it will be open beyond the city, at provincial, national and international scale.

The various talent development activities may include:

- Modus Operandi sessions: Visual storytellers are shapeshifting more and more freely, but this shapeshifting between different disciplines can be a challenge. Therefore, visual culture in the broadest sense is the subject of the Modus Operandi sessions. During various sessions, meant for a diverse audience, visual storytellers share stories about their practice. Interactive designers, film makers, animators and photographers will have their say and discuss current themes.
 - Kickstart Lab: The Kickstart Lab is an interdisciplinary training for talented Utrecht visual storytellers at the start of their career. Photographers, film makers, video artists, animators and XR designers looking for coaching and networking will be partnered up with more experienced artists, who will guide them through the training.
 - Coaching sessions: Machinerie will facilitate individual coaching sessions on request, guiding talented artists and giving them advice on projects they are developing to advance in their career.
 - We embrace film and visual culture in its full breadth. We stimulate knowledge exchange between filmmakers, AR/VR designers, photographers, animators and everyone in between and around them.
1. **Alliances, Partnerships:** Machinerie, core partners, community, creatives, public.
 2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Support Organisations, Knowledge, Marketplace/demand, Human Resources
 3. **Expected impact:** Skills and talent developed via coaching and networking; An interdisciplinary training programme developed; Guided artists in the development of, for instance, a photo exhibition, interactive production, short (animation) film, first long feature film or documentary etc.

A3.2: Contribute to shaping a media-wise youth

The ambition is to connect school-age children from the Utrecht region to the Machinerie by means of an inspiring educational offer in which pupils and students:

- can learn in the Machinerie while watching
- can get started themselves via various learning opportunities, ranging from photogram workshops for preschoolers, workshop on making social media stories for high school students, a master class by an international top director such as Bong Joon-ho for students of the HKU Utrecht School of the Arts.

By following specific programmes and workshops at the Machinerie, audiences learn to 'look with understanding' and Utrecht gets a media-wise youth. 'Learning to look with understanding' has been an important pillar for the partners of the Machinerie for years because of the increasing impact that (audio) visual media have on the lives of children and students. YouTube, WhatsApp, Instagram and TikTok are an integral part of their lives, but what is the impact of that? What skills do young people need to move responsibly into this rapidly changing visual world?

FOTODOK, HIT and NFF each have a very successful educational offer for primary, secondary, higher and scientific education with which approximately 20,000 children are reached annually.

1. **Alliances, Partnerships:** HIT, FOTODOK, NFF, education partners (schools, universities etc), students, youth
2. **HUB-IN Ingredients addressed:** Support Organisations, Knowledge, Human Resources
3. **Expected impact:** Media-wise youth, an inspirational education offer

A3.3: Share knowledge and inspire residents and the wider public

Activities might include for example workshops, meet & greets after premieres and a film pub quiz in the café.

1. **Alliances, Partnerships:** Machinerie, core partners,
2. **HUB-IN Ingredients addressed:** Physical and digital infrastructure, Support Organisations, Marketplace/demand, Human Resources
3. **Expected impact:** a series of activities that reach a wider public



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

Portfolio of key actions

- A4.1: Co-design the Machinerie building and the community structure of the Machinerie together with the Machiniers by keeping their goals and needs at core
- A4.2: Stimulate exchange and connection within the Machinerie community
- A4.3: Develop a tenant selection process (criteria, values, principles and ethics) and tool
- A4.4: Develop a Machinerie Platform to ensure visibility of the different members of the Community

A4.1: Co-design the Machinerie building and the community structure of the Machinerie together with the Machiniers by keeping their goals and needs at core

This will be done by:

- Organising conversations with the Machinerie crew, core partners and other Machiniers, in order to do an inventory of their common goals and needs
 - Studying other (successful) community structures, mainly by connecting with communities and community builders in the area (for example Havenloods, RAUM)
 - Maintaining regular contact with all members of the community to keep an understanding of their needs, for example by:
 - organising one-on-one conversations with the members of the community
 - hosting an online group in which the members can point out their needs and share their projects
 - The Machinerie building is built together with the potential tenant-community and other stakeholders as well, among others: HKU-students, initiators and the architects and spatial designers. This involves co-design sessions for the community to brainstorm on how the Machinerie building should look like.
1. **Alliances, Partnerships:** Machinerie community, Machinerie, core partners, Creative/community organizations from Utrecht
 2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Marketplace/demand, Leadership, Finance
 3. **Expected impact:** a co-designed building and a community structure

A4.2: Stimulate exchange and connection within the Machinerie community towards the creation of a dynamic makers' network

The Machinerie building will facilitate meeting and connection as it was designed by the architect as a connecting ecosystem. In it, quiet workspaces are alternated with an open work square where unexpected, inspiring encounters take place. In this way, starting and established makers, entrepreneurs and organizations from different disciplines meet each other.

In addition, the Machinerie will actively take up a network role via its community manager. This will respond to the need identified via various conversations with Utrecht makers, pointing out the utmost importance of setting up such a network. The Machinerie will facilitate this by acting as a spider in the web, actively building a community and, in the longer term, a vibrant meeting place.

Furthermore, the Machinerie will build bridges between makers and the public. In workshops, lectures and Q&As, makers share their motives, sources of inspiration and working methods with the audience and offer a look behind the scenes. In turn, makers receive valuable input from their audience early in their work process.

All activities organised will have at their core the needs and common goals of the Machinerie community. Activities may include:

- Informal gatherings for photographers, who are lone wolves by excellences but are nevertheless longing for connection and exchange
 - Artistic research projects, in which various Machineers collaborate with other parties (government, residents, researchers) to come up with innovative solutions to create awareness on social problems
 - Co-creation sessions, in which the community gives input to the project of one of the Machiniers. (e.g.: a movie director from Amsterdam who just moved to Utrecht plans on making a movie in Utrecht. He is looking for interesting locations to shoot and is trying to recruit local crewmembers. During a co-creation session, the community gives their valuable input, sharing their knowledge of the city and their local network)
 - Meet the Machiniers sessions. These informal, regularly recurring gatherings concern a mixed group of Utrecht image makers: from animation studios to filmmakers and film festivals, who are all interested in contributing to the Machinerie. By bringing together this multidisciplinary group, we are building a broad network, encouraging collaboration, cross-fertilization and innovation.
 - Bring your own beamer. During this community-event, the Machinerie offers the Machiniers a blank canvas to experiment and present, asking them to bring their own beamer and share their projects with the community.
1. **Alliances, Partnerships:** Machinerie community, Machinerie, core partners, Creative/community organizations from Utrecht, creative workers and artists, general public
 2. **HUB-IN Ingredients addressed:** Support Organisations, Knowledge, Marketplace/demand, Human Resources, Leadership, Finance
 3. **Expected impact:** various organized activities

A4.3: Develop a tenant selection process (criteria, values, principles and ethics) and tool

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).

The preliminary selection criteria on the basis of which future tenants are selected were already investigated and are included in ANNEX 2 of the current document.

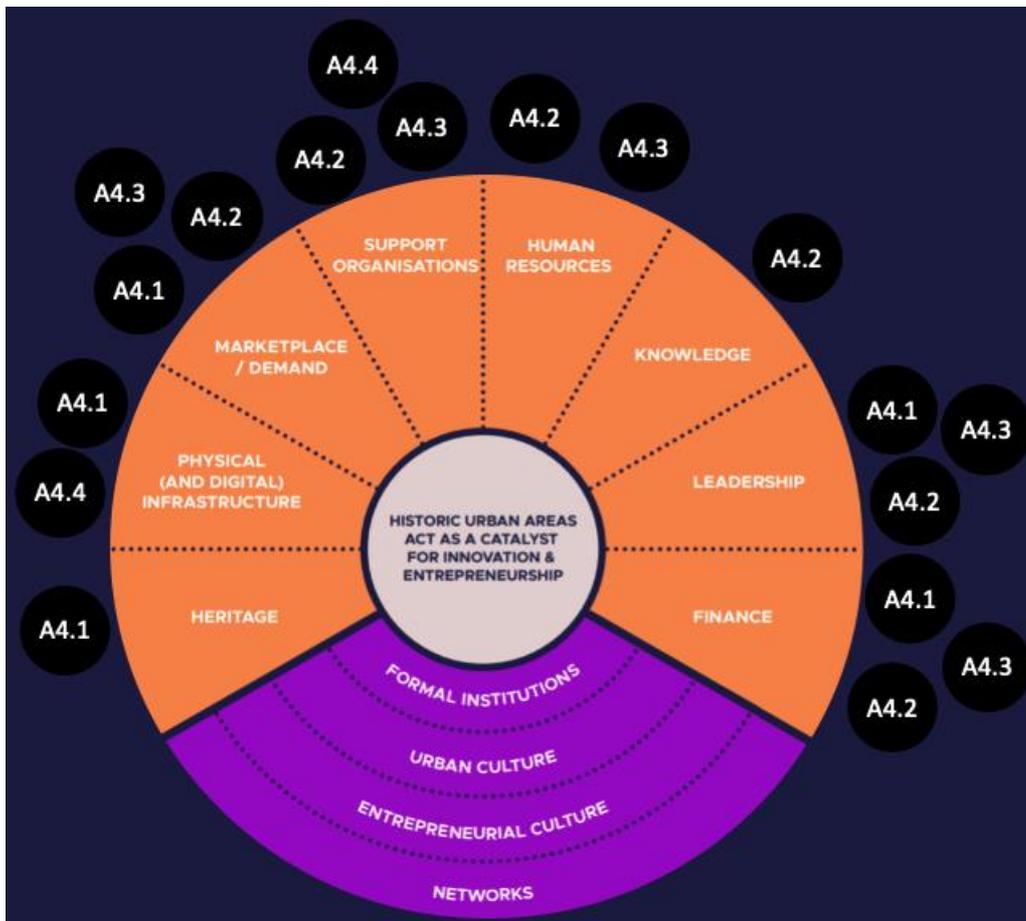
1. **Alliances, Partnerships:** Machinerie, core partners
2. **HUB-IN Ingredients addressed:** Support Organisations, Marketplace/demand, Human Resources, Leadership, Finance
3. **Expected impact:** Tenant selection process

A4.4: Develop a Machinerie Platform to ensure visibility of the different members of the Community

The Machinerie community/Machiniers - part of the Utrecht cultural field - has expressed the need for platforms to present itself and its professional work. There are still few online and offline sites that offer visibility for professional creatives. Making the community visible is part of the network function of the Machinerie, therefore the Machinerie is planning to create an online community platform.

On this platform, integrated into the website, different members of the community will present themselves. If one can be found on the platform, it means that one is officially part of the Machinerie tenant community. The members of the community are made visible and findable, for other Machiniers, colleagues and the public. In this way exchange and cross-fertilization is stimulated: via the platform one can see who it might be able to collaborate with.

1. **Alliances, Partnerships:** Machinerie, core partners, Machinerie community
2. **HUB-IN Ingredients addressed:** Digital infrastructure, Support Organisations
3. **Expected impact:** Cohesion within the community, visibility of the Community's members, increasing the Machinerie's network function



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

Portfolio of key actions

- A5.1: Determine the ideal relationship between the Machinerie and the Werkspoorkwartier
- A5.2: Develop and implement placemaking activities in the area actively involving residents and stakeholders in the Werkspoorkwartier
- A5.3: Connect to the City of Utrecht, the Utrechters and key stakeholders
- A5.4: Provide insight into current and future urban and infrastructural developments in and around the area

A5.1: Determine the ideal relationship between the Machinerie and the Werkspoorkwartier

A multi-stakeholder workshop will be organized to:

- Define current connection and collaboration between de Machinerie and the HUA.
 - Identify opportunities to improve the link between de Machinerie and its users and the network of circular pioneers and creative entrepreneurs already active in the Werkspoorkwartier.
 - Review the connection between de Machinerie and its activities to the history of the area and come up with ideas for (placemaking) events or activities to improve this connection.
1. **Alliances, Partnerships:** Machinerie, core partners, other parties in the Werkspoorkwartier
 2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Finance
 3. **Expected impact:** a clear understanding of the relationship between the Machinerie and the Werkspoorkwartier

A5.2: Develop and implement placemaking activities in the area actively involving residents and stakeholders in the Werkspoorkwartier

- Develop collaborative projects that strengthen the community with the goal to connect the Machinerie to organizations, companies and artists in the Werkspoorkwartier.
- Build a network of and regular contact with residents of the Werkspoorkwartier, to be aware of their needs and missions.
- Engage in placemaking by:
 - Involving residents and other stakeholders in the design, functionalities and activities of the HUB and HUA. Together with organisations, companies, residents, creative makers, the Machinerie wants to make the Werkspoorkwartier a nice, vibrant place. The objective is threefold: the Machinerie gets to know the area, makes its audience familiar with the Werkspoorkwartier and build together the programming for the Machinerie.
 - Joining / purchasing only from organisations from the neighbourhood (e.g. drinks at Werkspoorcafé, eating at de Nijverheid and NAR, programming at Werkspoorfabriek and the Maakruimte, joining Friends of Cartesius etc).
 - Organise activities in the neighbourhood to introduce those involved in the Machinerie - from potential tenant to the public - to the Werkspoorkwartier
 - Programming some iconic activities in the Werkspoorkwartier, for example via its three core partners/initiators to pave the ground for the opening, to take the public and makers along in what is to come and to be able to start with a large fan base at the opening of the building. Such as:

- **NFF in the districts:** from 2021, the NFF will organise several screenings in and around the Machinerie. In the nearby neighbourhood culture houses ZIMIHC Zuilen, Het Wilde Westen and de Voorkamer, the NFF has been successfully organizing film evenings for several years in which makers talk to the public during Q&A's. In the context of the Machinerie, we increase the frequency of these evenings to become even better rooted in the neighbourhoods.
 - **HOT:** at cultural places in the Werkspoorkwartier, such as De Nijverheid and Hof van Cartesius, Hoogt on Tour has been programming special films for specific target groups since 2019. Within the framework of a programme that is organised by the location itself, each of these events has its own character and partners are already building a dynamic area with characteristic programming.
 - **CineZomer:** For example, at the end of the summer holidays, Hoogt on Tour screens five sizzling summer films in the Werkspoorkwartier. The films each reinforce the feeling of summer in their own way and take the public into their world.
1. **Alliances, Partnerships:** Machinerie, core partners, residents and stakeholders of the Werkspoorkwartier
 2. **HUB-IN Ingredients addressed:** Heritage, Physical and digital infrastructure, Support Organisations, Marketplace/demand, Human Resources, Finance
 3. **Expected impact:** connections with residents and stakeholders of the Werkspoorkwartier, programmed activities

A5.3: Connect to the City of Utrecht, the Utrechters and key stakeholders

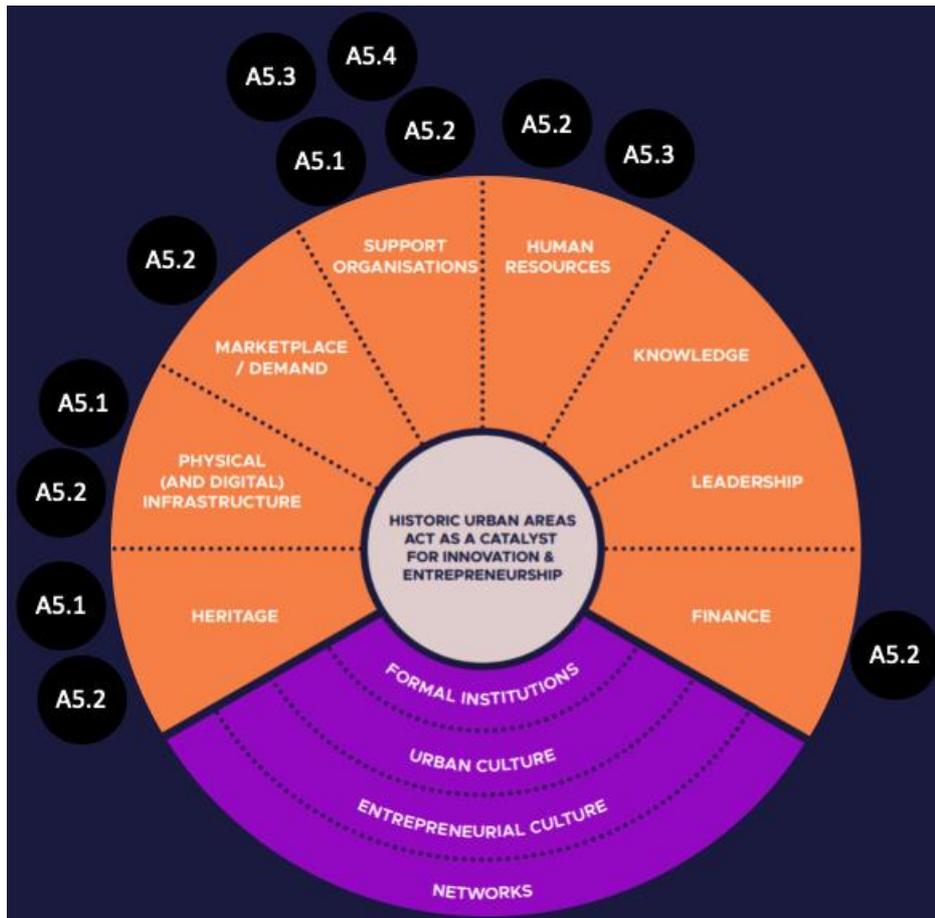
The Machinerie will focus on connections with the city of Utrecht at large. The Machinerie can only exist thanks to a large group of stakeholders: local residents, volunteers, socially engaged organisations, educational and cultural institutions, makers, creative entrepreneurs and the public from the wider Utrecht region. The Machinerie is planning to develop its programme with and for possible communities such as for example Studium Generale UU (the public platform for knowledge & reflection of Utrecht University), PACT (a network of cultural makers in Utrecht) and De Voorkamer (a meeting space where people come into contact with people with other cultural backgrounds). In this way, those involved get to know other culture lovers from the neighbourhood and city, they get to know organisations from the region that, for example, work against poverty, and they meet artists who let them look with different eyes at what they see every day on the news.

1. **Alliances, Partnerships:** Machinerie, core partners, local residents, volunteers, socially engaged organisations, educational and cultural institutions, makers, creative entrepreneurs and the public
2. **HUB-IN Ingredients addressed:** Support Organizations, Human Resources
3. **Expected impact:** programme developed together with stakeholders, Utrechters and city of Utrecht

A5.4: Provide insight into current and future urban and infrastructural developments in and around the area

Organise and participate in working sessions with the municipality in order to provide insight into current and future urban and infrastructural developments in and around the area.

1. **Alliances, Partnerships:** Machinerie, core partners, municipality
2. **HUB-IN Ingredients addressed:** Support Organisations
3. **Expected impact:** working sessions



Part 5 - Brand Identity

The below definition of the brand identity paves the way towards the development of the brand strategy for the Machinerie. The brand identity will support the development of the Machinerie'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 image for the place.

In addition to the strong brands of the core partners, the Machinerie will develop and profile its own brand. The Machinerie positions itself as the home of the core partners and other creative entrepreneurs and as a place where, thanks to the sum of the (resident) creativity, more and other projects can take place. Together, the partners of the Machinerie work on existing and new activities. New activities, if devised jointly, are conducted under the brand name Machinerie.

5.1 - Brand vision

A dynamic creative hotspot with inspiring, innovative and high-quality programming connecting audiences and makers.

5.2 - Target audience

The Machinerie is an attraction for the national public and for visitors from the city and region of Utrecht. For this large audience, the Machinerie is an accessible place where every day of the week, from early in the morning to late at night, there is plenty to see and experience. The diverse audiences have one common motive: everyone is open to discovering or developing audiovisual stories. In addition to a wide audience of different lifestyle groups, the Machinerie focuses specifically on pupils, students and on new and established makers. We want people to connect to this place, to what you can do there.

In 2020, the core partners have started thinking about target groups in the form of personas. We aim for an audience from toddlers to seniors from the different neighbourhoods in Utrecht, the region and the entire country, with various levels of education, cultural backgrounds, values and norms, leisure activities and income. Our main target groups are:

- Pupils, students and teachers (primary, secondary and higher education);
- Talent (beginning and established professionals, including students from art education);
- Existing and potential audience from Utrecht, the Utrecht region and beyond;
- Stakeholders (partners, press, politicians, employees).
- Our aim is to build up our audience in the period 2022-2025. In doing so, we use realistic growth figures, based on our visitor numbers in recent years and the usual averages of cinemas and film theatres. Because the Machinerie is still unknown to a large part of its potential audience, the first years (2023-2024) are dominated by getting to know each other. In doing so, we opt for a differentiated marketing approach, sophisticatedly segmented to the different audience groups and always keeping a finger on the pulse by means of audience research.

The needs of the audience are analysed annually, individually per institution and overarching for the Machinerie, and based on research carried out within the film and visual culture sector and with other cultural institutions such as in the Utrecht Festival Consultation.

5.3 - Brand mission

Show the diverse education and development opportunities for makers and audience alike and attract people and creatives in a connecting ecosystem

5.4 - Brand objectives

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

- Promote the Machinerie as a centre for film and visual culture that is visibly and recognisably present both in the Utrecht region and in the Netherlands with talent development and education as important pillars and animation, interactive design and documentary photography as distinctive features.
- Promote the Machinerie as an open, inclusive and intergenerational space for diverse cultural and creative programming
- Showcase the diversity of its programming and highlight creative crossovers among different sectors

5.5 - Brand essence: “Eradiate”

Values

Inclusion, inspiration, innovation and curiosity are at the heart of the brand. These values reflect the importance of the focus on artistry and innovation as well as social involvement. They should be at the core of the communications around the Machinerie, to define the themes of the communication.

Tone of voice

- Accessible
- Inspiring
- Innovative
- A bit cheeky

We are there for everyone but can also live with it if people do not feel addressed by us.

We are informal and focus on people in their twenties, and our thirties.

In short...

Imagine...

Against the back wall of the large hall, on all three floors, you can see makers working in their workspaces. Their latest creations and stories are projected all around you. On the left, the bartender mixes a mocktail in the café, on the right, visitors just flow out of the large cinema. Further on, people are looking at an exhibition of FOTODOK. In addition, students follow a workshop: filming with drones. And above your head, on the first floor, is the kick-off for the next Dutch Film Festival.

1. Zoom in on the Utrechter

The Machinerie offers visitors a feast of images, every day of the year. Utrecht residents are invited to meet each other and watch the latest film house film or interactive installation. In this way, they become part of the latest experiments in the field of film, photography and visual culture and enter into dialogue with makers. And not only that. In the Machinerie, the world and the neighbourhood pass them by. In real life and in stories. Thanks to all this movement, social topics become tangible and negotiable: visitors get to know the world, each other and Utrecht better.

2. Fade into knowledge transfer

Playful programs for children, cool workshops for a wide audience, extensive training for students and master classes for professionals. Whether you are 4 or 84, there is plenty to learn for everyone in the Machinerie. All facets of the profession are covered and offer you access to the Machinerie of this international industry. From students who learn to make films themselves in the fiction film series of Hoogt on Tour to a social media stories workshop of the NFF, where MBO (senior secondary vocational education) students produce their own innovative media production.

3. Focus on talent

Innovative films and visual culture arise when makers are challenged to rise above themselves. Whether it's seasoned filmmakers or beginners, the Machinerie offers talents the chance to continue to develop. Through cross-fertilization with other makers, new disciplines, and collaborations with image experts from the Netherlands and abroad. At Take Off by FOTODOK, for example, graduating students pitch their graduation work to experts from the professional field. And what could be better than to taste the reaction of the public during the making process?

4. Cut to the image industry

With making spaces, four cinemas, exhibition and event spaces and catering, the Machinerie offers a unique stage and a meeting place for image makers in the Netherlands. Here they find each other and their audience. Conversely, the audience literally and figuratively gets more insight into the making process. All year round, at any time of the day. The Machinerie and its makers and partners organize master classes, drinks and viewings. To inspire, encourage, experiment and show together. It is not for nothing that many Utrecht image makers are already rallying behind the Machinerie.

ANNEXES

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

ANNEX 2 - Tenant selection process and criteria – preliminary considerations



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