

HUB-IN

WERKSPPOORKATHEDRA

Utrecht

Hub of Innovation



Funded by the Horizon 2020 Framework
Programme of the European Union

Action Plan **2023**

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May 2023

HOW TO CITE THIS DOCUMENT

R Everts, R Leveque et al (2023). "Hub of Innovation Action Plan", HUB-IN project - Hubs of Innovation and Entrepreneurship for the transformation of Historic Urban Areas H2020-SC5-2019, GA 869429.

PROJECT INFORMATION:

Project name: HUB-IN

Grant agreement number: 869429

Project duration: 2019-2024

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

ABOUT HUB-IN

Mission

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

Vision

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

THE CONSORTIUM BEHIND HUB-IN



Δήμος Νίκος
Nicosia Municipality



Belfast
City Council



Cyprus
Energy
Agency



The HUB-IN project is vital to the Werkspoorkwartier area, transforming it into a hub for creative industries and cultural activities, boosting entrepreneurship and collaboration. The project is a significant investment in Utrecht's cultural and creative sector, contributes to the preservation of the area's cultural heritage and aligns with our sustainability and social responsibility goals. As the Deputy Mayor of Culture for the municipality of Utrecht, I am therefore happy to express the significance of the HUB-IN project for our city and the historic urban area of the Werkspoorkwartier.

Eva Oosters,
*Deputy Major
of Culture*

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Background

This Action Plan has been developed as part of the Horizon 2020 “HUB-IN” project. “HUB-IN” stands for “Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas” and is a European project aiming to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment. Within the project, eight partner cities across Europe (Belfast, Brasov, Genova, Grand Angouleme, Lisbon, Nicosia, Slovenska Bistrica and Utrecht) are developing their own HUBs of innovation and entrepreneurship, testing, demonstrating and piloting activities for the sustainable transformation of their HUAs across three main clusters. Together, the eight HUBs of innovation and entrepreneurship - i.e. the eight “HUB-IN Places” - and the 30 Actions that will be implemented in the partner cities are expected to contribute to the transformation of HUAs and their cultural landscapes both in the pilot cities and more widely across Europe

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

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

THE HUB-IN CLUSTERS OF INNOVATION



Culture and Creative Industries (CCI)

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



New Life Styles (NLS)

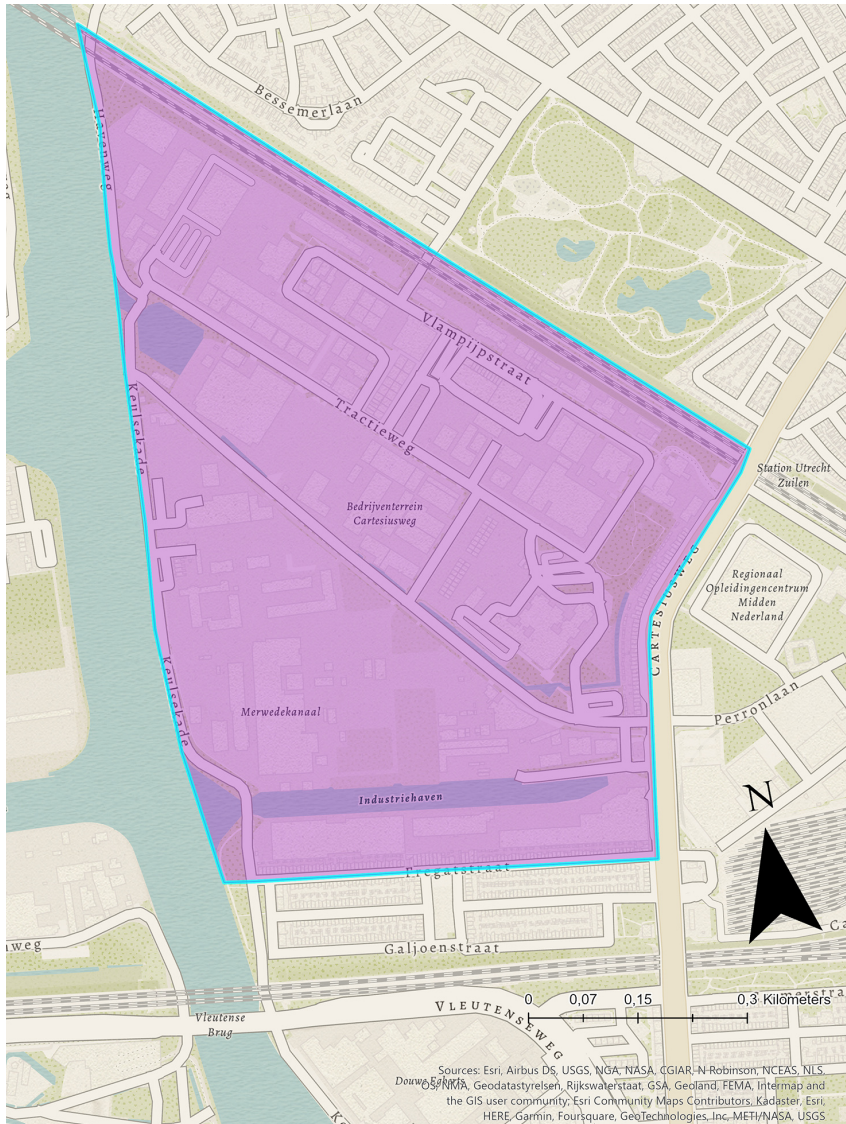
- Consumption and *prosuming*
- Living and mobility
- Health and wellbeing



Resilient & Human Connected Places (RHCP)

- Environmental Balance
- Empowering Communities
- Liveable and connected places

HUB-IN Place Utrecht's Werkspoorkwartier



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

Clusters: HUB-IN clusters of innovation are economic, social and ecological hotspots of innovation at the neighbourhood size for the heritage and culture-led regeneration of HUAs. HUB-IN identifies three main common clusters of innovation that should not be seen as silos of activities, but rather intertwining activities across the three clusters complementing and contributing to the development of HUB-IN Places.

The three clusters are:

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

HUB-IN

HUB of Innovation:

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

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

Historic Urban Area (HUAs):

The HUA concept draws directly from UNESCO's 'Historic Urban Landscapes' which define urban areas as resulting from the historic layering of cultural and natural values and attributes, extending beyond the notion of "historic centre" or "ensemble" to include the broader urban context and its geographical cultural setting. In this way Historic Urban Areas relate to both the tangible and intangible factors that both set the context and shape the historic area's character, identity and values.

Introducing the Utrecht Action Plan

Utrecht's HUB-IN Place is located in the historic industrial area (HUA) of the Werkspoorkwartier, which is a triangular shaped area of 45 hectares located at the geographical centre of the city of Utrecht, and lies to the North-West of the actual city core. The Werkspoorkwartier is a post-industrial area that is now being redeveloped into a cultural and creative neighbourhood.

Traditionally the Werkspoorkwartier focused on steel production, hosting several factories manufacturing trains and bridge constructions. In 1913, the Werkspoor company established itself on the outskirts of Utrecht. In its heyday, nearly 6,000 people worked here. To accommodate these people, the Elinkwijk and Lessepsbuurt neighbourhoods were created around the factory site. To this day, almost every Dutch person still encounters products made in the Werkspoorfabrieken. For example, the Waal bridge at Nijmegen, the Bommelse bridge at Zaltbommel and the Moerdijk bridge are all made by Werkspoor.

In the 1970s the hall for the production of train carriages closed. More than ten years later, the hall for the construction of large steel construction also closed. With the closure of the Werkspoorfabriek, an illustrious piece of industrial history of Utrecht ended and many of the factory halls also disappeared from the area. After the departure of the industry in 1980 the municipality turned the Werkspoorkwartier into a business park. Although from time to time smaller and larger companies moved to the site, it remained an area with a lot of

vacancies and fallow land. With many factory buildings falling prey to the demolition hammer, the Werkspoorkwartier became an empty industrial heritage zone. Buildings that have been preserved are the assembly hall, the power plant, the harbour bridge, the preprocessing hall, an assembly hall for wagons, the processing hall for structures and equipment, the old office building, the transformatorhuis, and the recreation building of the Werkspoor company.

Utrecht's rapid growth in recent years has had a positive effect on the area. In particular, the efforts of creative entrepreneurs and developers have started to gradually transform the Werkspoorkwartier into a 21st century maker district in recent years. This has been supported by the Municipality of Utrecht, which has encouraged the sustainable redevelopment of heritage buildings in the area and the supported the creation of creative hotspots, ranging from low budget workshops, to high end workspaces for game-developers and architects. To achieve this, several of the old heritage buildings have been restored and repurposed, or are in the process of being repurposed, to host the companies that fit in this 21st century maker district. One of these buildings is the Werkspoorkathedraal, formerly known as the Apparatenhal, which is one of the historic factory halls of the Werkspoor company. This building has been repurposed as an event space, night club and office building also for companies active in the cultural industries. Another very characteristic large-scale example of industrial heritage in the

area is the Werkspoortfabriek, a huge hall where large-scale steel constructions were processed for road and hydraulic engineering. This building has been repurposed as a work space for a local brewer, office spaces and a cultural hub called the 'Stadstuin'. Moreover, organizations active in the Werkspoorkwartier and the municipality are looking for ways to tell the story of the non-material cultural heritage of blue-collar labour in the area. At the same time, whereas these buildings have been renovated and repurposed, for several other buildings in the historic urban area this still needs to happen (e.g. the processing hall for structures and equipment, the transformatorhuis). So, while the redevelopment of the Werkspoorkwartier is underway, more efforts are required to transform the HUA into a 21st century maker district in which the physical and cultural heritage of the historic urban area has a place.

In 2021 the **"Development Vision" of the Werkspoorkwartier** was updated. This is a policy document of the municipality that details the envisioned development of the Werkspoorkwartier, which will guide and inform all future policy choices made in the HUA. For this a participation trajectory was performed 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. Overall the goal as formulated in the Development Vision is that the Werkspoorkwartier is redesigned as a 21st century maker district. In the Vision, the district is described as:

- being a remarkable inner-city work landscape,
- being an exciting urban destination,
- being a lively environment for communities,
- having a leading role in circularity,

- with a lively diversity.

However, several challenges were identified as well in the Development Vision that need to be solved:

- There is still a feeling of emptiness with little infrastructure (e.g. cycling and walking paths are still minimal in the district).
- The redevelopment of the Werkspoorkwartier increases the attractiveness for new businesses to situate themselves there. However, as this leads to higher value of the ground, old traditional businesses and cultural entrepreneurs that pioneered in the area have the risk of being pushed out of the historic urban area, because they cannot afford it anymore.
- Several of the new initiatives with regard to establishing new workspaces for cultural entrepreneurs have encountered governance issues as they are public/private collaborations and often require multiple parties to coreside in one building.
- As the HUA is changing, we need to guard that old cultural heritage is protected, but in addition we need to find smart solutions to finance renovation of the buildings and continue to tell the story of cultural heritage in the HUA.

Moreover, in addition to these challenges that need to be solved in the Werkspoorkwartier, there are also several new ambitions that the municipality together with the stakeholders in the area have formulated. Overall, the city of Utrecht has formulated (amongst others) the following ambitions for the Werkspoorkwartier to deliver its regeneration and transformation:

- There is a densification task to add 500 jobs
- The profile of the Werkspoorkwartier

need to be strengthened to attract makers and brains for the circular economy

- The affordable workspace for urban services and creative entrepreneurs needs to be preserved
- A mix of functions with culture, catering and greenery and the addition of cultural public facilities needs to be created.

Within these broader ambitions, HUB-IN can make a substantial contribution to several of these challenges. It is in this context that the key actions from the Utrecht roadmap have been selected for further development in the Action Plan. The goal is that by developing and executing these actions, HUB-IN will contribute to the broader challenges as shown above, and ultimately to the broader regeneration of the historic urban heritage of the Werkspoorkwartier as aimed for in the Development Vision of the municipality. As such, **the HUB-IN Action Plan for Utrecht works together with the broader agenda for the Werkspoorkwartier, and in this way they will impact, reinforce and accelerate each other's success.**

In order to develop this Action Plan, the HUB-IN team in Utrecht has developed a new direction for Utrecht's Hub of Innovation. This has been an inductive process, starting with the needs and wishes of the stakeholders in the historic urban area. Next, the team looked for alignment with the HUB-IN clusters, and 'translated' expressed wishes to fit with the HUB-IN approach. Here, the team builds on the earlier roadmap, in order to build on the work that has already been done over the past two years in Utrecht. The result is a plan that resembles and reflects the roadmap as finalized in August 2022.

These are the Actions that have been selected for further development in this Action Plan:

Action 1 - Turning the business association into a HUB for the HUA:

There is a need for a hub that engages with and builds the community of creative entrepreneurs in the Werkspoorkwartier to seek opportunities to add jobs to the area, preserve affordable workspaces, and support cultural facilities. With the Bedrijvenkring Cartesiusweg (BKC), the Werkspoorkwartier has an organisation that potentially could function as a HUB. However, the BKC was always run on the work of volunteers, but considering the additional demands and the challenges and ambitions the HUA is faced with, this is no longer a feasible governance structure. Therefore, the first action is to professionalise the BKC and improve its execution capacity and, in collaboration with the municipality, develop a HUB so it addresses the challenges identified above.

Action 2 - Initiate an art programme in the HUA:

The second action is to initiate an art programme in the HUA in the form of an acceleration programme. The plan is to create an open call for artists and creative entrepreneurs active in the HUA to create artistic products and services to address the questions and concerns of the HUA. This can be questions of making the HUA more accessible or attractive for the citizens of Utrecht, to create ties in the HUA, to support local cultural entrepreneurs to professionalize their business practices etc. Overall, the projects should engage with the history and cultural heritage of the HUA and tell a tale of modern creative work in the Werkspoorkwartier.

Action 3 - Boost innovation and creativity via talent development programs:

The third action is to support talent development programmes in the HUA for young talented artists and creative workers. These programmes help these workers to further develop their craft, professionalize their

businesses, learn entrepreneurial skills, craft scalable products and by doing so create sustainable businesses. The reasons to support these programmes are numerous, such as: supporting cultural hubs present in the HUA, helping to professionalise these workers and improve their entrepreneurial capacities and creative skills sets, empowering this community and supporting the creative industries, fostering connections in the HUA, and promoting innovative goods and services.

Action 4 - Develop blueprints for widely applicable governance structures for hubs in the HUA and Utrecht in general:

Within the HUA (and throughout the city of Utrecht), there is a widely perceived need for the development of governance models that can be used to implement in old and new cultural hubs. In the HUA there are several plans for new cultural hubs. However, in several of the existing hubs, the city of Utrecht has encountered governance issues regarding the way tenants in the building collaborate and create a financially sustainable business model for the hub as a whole. Therefore, the ambition is to create insights on good governance of such hubs and a template governance structure and DIY toolkit that can be applied in these existing and future cultural hubs, including the Utrecht HUB as part of HUB-IN.

For these actions, the HUB-IN Utrecht team will make use of various project resources. The Geotool will be used to map and communicate about the BKC members, the initiated art projects and the talent development programmes. The HUB-IN Atlas will be used to discover and learn about best practices with regard to governance and financial questions. The Toolkit offers various tools that will be employed in the process of improving the hub of Domplein 4 and reflect on governance challenges. Furthermore, of

course we draw from the expertise of the organisations involved in HUB-IN.

The selected actions align with the HUB-IN project objectives by focusing on resilient & human connected places by empowering communities and by creating liveable and connected places. Furthermore, they support the culture and creative industries by increasing cultural and creative tourism, by promoting innovative products and services and by promoting adaptive reuse of traditional skills. Lastly, the actions have positive effects for new lifestyles by influencing consumption and prosuming.

The ambition of the HUB-IN project in Utrecht is that the execution of the Action Plan will make a long-lasting difference for the HUB and in this way for the HUA. Most importantly, the initial support of the HUB will allow the setting-up of a governance structure that will help the HUB to find funding for itself in the future and become self-sustainable.

The Utrecht Hub

As described, the existence of a business association in the Werkspoorkwartier provides a strong basis for the development of a HUB of Innovation in order to achieve the goals as formulated in the Development Vision for the HUA by the municipality. The association is called the Bedrijvenkring Cartesiusweg (BKC), which is an active (and the only) area organisation in the Werkspoorkwartier. With more than eighty members, this association represents the interests of (creative) entrepreneurs and property owners established in the area. Even though not all companies and entrepreneurs that are active in the area are currently members of the BKC, the BKC aims to also represent the interests of non-members in the area. These interests concern, among other things, good accessibility and traffic flow, a good competitive position and a favourable business climate, but also good cooperation between entrepreneurs and strengthening the networks. As such, the BKC is a discussion partner for the local government and other important stakeholders.

The BKC will work in partnership with the municipality to reach the goals for the HUA as formulated by the municipality. Overall, the BKC has embraced the goals of the municipality as noted in the Development Vision for the Werkspoorkwartier and other relevant policy documents. Based on the vision of the municipality, the BKC has formulated their mission for the HUA as following: *Transform Werkspoorkwartier into a green working landscape with a mix of functions and the addition of 500 jobs in the period 2023-2033.*

The aim of the BKC is to defend the needs of

creative entrepreneurs by creating a future-proof work landscape and preserving the work spaces for the creative industries, and by doing interventions in the HUA to improve the accessibility and attractiveness of the HUA for the public of Utrecht. This has a strong alignment with the HUB-IN mission. However, BKC's current governance structure - run by volunteers - is inadequate to meeting the public objectives of the municipality and its ambitions for the rapidly changing Werkspoorkwartier (as discussed in the Roadmap), which has an increasing focus on creative entrepreneurship. Therefore, the municipality has the ambition to work in partnership with the BKC so they can set up a HUB of Innovation. Here, it is important to emphasise that it is not BKC dictating the trajectory of the HUB, but the BKC is working in partnership with the municipality to deliver this. In line with its overall goals, the BKC will play a role in informing and bringing entrepreneurs together, function as a point of contact, facilitate a network, interact with existing stakeholders and new businesses, and by carrying out area-wide projects in which all members of the BKC will take part in. In addition, the Werkspoorkwartier hosts several smaller creative hubs, and an overall HUB will provide a platform for the local organisations to connect. Moreover, the HUB will defend the interest of the hubs in the area for example in regard to future developments there. In this sense, it will mainly function as a (non-physical) meeting place for all members of the BKC, but also all other (non-member) entrepreneurs in the Werkspoorkwartier. As such, while more people and organisations in the HUA will participate in the network of the HUB and the HUB will have an open character, the HUB (as a meeting point) is set-

up by the BKC. Overall, they will actively try to involve and represent non-members in the area as well (and hopefully turn them into members as the added value of the BKC becomes clearer for these companies and entrepreneurs). Furthermore, they will involve stakeholders, and together with the municipality will develop a long-term vision of the HUB (also with regard to the heritage in the HUA), and work towards long term sustainability for example through fundraising. The current organization of the BKC is that its board is formed by entrepreneurs from the area and in which the municipality joins in for information exchange. In order to tackle the governance issues that the BKC encounters as mentioned above, to develop together with the municipality a HUB and (in this way) to enable the BKC to perform the HUB-IN goals as discussed above, the HUB-IN Utrecht team has designed action 1 “Support the HUB” to support the BKC, which will allow them to realise an extended governance model (supervised by the spatial department of the municipality). Here, the idea is that the board is extended with a professional supporting work organisation. In addition, the governance model will be linked with the Development Vision of the HUA and the goals and mission of the HUB. Of course, the investment that the municipality will make in the BKC will allow them to take the first steps in the development of their governance structure, but this will be work in progress during the duration of the HUB-IN project and will continue to take shape in the following years.

Most importantly, by investing in this supporting work organisation, the BKC and municipality will establish a sustainable HUB as it will be able to start grant proposal writing, and as such start looking for its own financial means to sustain itself. In addition, the expectation is that by showing this level of support from the municipality and by

collaborating with the BKC, we show to the entrepreneurs in the area that the BKC is effective, and is worthwhile to invest in, leading to increased membership and additional financial investments from its members.

In action 1 the HUB-IN Utrecht team is identifying and detailing the next steps and activities needed to set up the HUB of Innovation, and the proposed time-frame (within project duration).

The Utrecht Actions

1  **Turning the business association into a HUB for the HUA**

2  **Initiate an art programme in the HUA**

3  **Boost innovation and creativity via talent development programs**

4  **Develop blueprints for widely applicable governance structures for hubs in the HUA and Utrecht in general**



Turning the business association into a HUB for the HUA



CITY MISSION

Mission 1: Define and implement an appropriate governance structure for a HUB

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

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

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COORDINATION

- Municipality of Utrecht - Culture Department: creating a financial agreement with the BKC for financial support and secure in this agreement that the actions that will be performed by the BKC are in line with the goals of the municipality of Utrecht and the goals and values of HUB-IN. Monitoring the outcomes of the project.
- Municipality of Utrecht - Spatial Department: providing input on the financial agreement with regard to the goals of the municipality that should be secured in the agreement.
- The BKC: providing input on the necessary goals that should be addressed in the financial agreement and implement the actions as discussed in the financial agreement; keeping the municipality updated on the performed activities.

CONTEXT

As outlined above, due to the changing nature of the Werkspoorkwartier, with an increasing focus on creative entrepreneurship in the area and public functions for the city, the organization of the BKC needs to change. This is necessary so they can defend the needs of creative entrepreneurs by creating a future-proof work landscape, and by doing interventions in the HUA to improve the accessibility and attractiveness of the HUA for the public of Utrecht. Most importantly, in order to address the challenges that the HUA is facing, and to defend the needs of the creative entrepreneurs active in the HUA, a HUB is necessary, where people can meet each other, voice concerns, but also to find new opportunities to expand their businesses. Here, in close collaboration with the municipality, the BKC can play such a role. The BKC is an active area organisation in the Werkspoorkwartier. However, the BKC was always run on volunteers, but considering the additional demands and the challenges and ambitions the HUA is faced with, this is no longer a feasible governance structure. Therefore, it is important that the BKC is supported so it can increase its capacity to take action, set up a HUB for the HUA and to become self-sustainable in the future and prove its worth for the entrepreneurs active in the HUA.

DESCRIPTION

The first Action is to turn the business association of the BKC into a HUB for the HUA, and by helping them to professionalise and improve their execution capacity. Overall, Action 1 will be performed by financially supporting the BKC for 2023 so it can hire people who can start developing a HUB together with the municipality of Utrecht. By improving their support working organisation they can start to work on the tasks such as:

- strengthen the community and network in the HUA by establishing a HUB
- find new members
- improve the public function of the HUA
- advocate the needs of creative entrepreneurs in the HUA
- increase the accessibility and attractiveness of the HUA
- look for opportunities to create additional workplaces for the creative industries
- look for additional funding
- work on a development plan to ensure long term sustainability

- developing a long-term vision of the HUB (also on the heritage in the HUA)
(list to be extended in further conversations with all involved stakeholders).

Furthermore, the investment in the BKC will allow them to take the first steps in the development of its governance structure which will contribute to its long-term sustainability, but this will be work in progress during the duration of the HUB-IN project and will continue to take shape in the following years. Nevertheless, as the long-term continuation of the BKC is part of the Development Vision of the HUA of the municipality, the municipality will work closely with the BKC to ensure that a development plan is elaborated, that ensures its existence for future years.

The municipality will work closely with the BKC to develop a plan in order to reach the goals as mentioned here, and monitor the output by having recurring meetings, and demanding an evaluation report after 2023 with a detailed account of the actions and the way the budget was spent. Moreover, in the Development Vision of the Werkspoorkwartier agreements have been made that make sure that the municipality continues to have a say in the further development of the BKC also after the HUB-IN project, namely by setting up: 1) quarterly meetings between the BKC and the municipality, 2), formal meetings between the BKC and the municipality, to mutually discuss and decide upon actions that will be taken in the historic urban area, and 3) working groups in which policy officers of the municipality take place to work on historic urban area-wide tasks such as green spaces, mobility, parking, guarding the overall concept of the Werkspoorkwartier. As such, the BKC has been strongly embedded in the policies of the municipality, guaranteeing a long-term sustainability of the BKC and its HUB, and various checks and balances that make sure that the course of the BKC continues in line with the municipality also after HUB-IN.

In sum, the process of supporting the HUB will look like as follows: based on the Action Plan, the Utrecht team will invite the BKC to develop a proposal plan and connected budget detailing the actions they will perform and how they will spend the offered budget. Here, the team will provide an assignment to the BKC upfront that will detail all the requirements necessary to make sure that their plan is in line with the HUB-IN goals. Requirements with regard to monitoring, cultural heritage, and communication will also be incorporated in this assignment. On the basis of this 'offer', the team will set up a financial agreement. In this process the municipality of Utrecht will work closely with the BKC and other municipality departments to further define the specific sub goals of this support of the BKC also to make sure that its works support HUB-IN goals. Based on this financial agreement, the BKC can then start performing their actions. First of all, they will hire the additional capacity necessary for their support working organisation. When their organisation is in order, they will then start working on the tasks as discussed above. Throughout the year they are required to keep the municipality updated on the outcomes of the process. Furthermore, to align with the additional actions, the agreement will ensure their collaboration with action 2 and 3. The agreement will include monitoring and communication, so that will also be ensured during the process.

EXPECTED RESULTS

The creation of an effective and sustainable HUB at the level of the HUA that is capable of further developing the area into a future-proof work landscape combined with public functions for the city, and is capable to do coherent interventions at the level of the HUA as required. As such, the HUB should contribute to the regeneration of the HUA, tell the story of and preserve cultural heritage, and improve conditions for the creative industries in the area.

STAKEHOLDERS TO BE INVOLVED

- Bedrijvenkring Cartesiusweg (BKC) and its members such as: Erfgoed Werkspoor Utrecht, De Nijverheid, 't Hof van Cartesius, Various SME companies in the area. The BKC will carry out the action by setting up a supporting work organization that will strive to achieve the goals as discussed above.
- Within the municipality: Department of Spatial Development and Department of Art and Culture. The first will provide input on how the financial agreement should be set up, while the second will set-up the financial agreement and monitor the output.
- Within HUB-IN: Specialists on financial support. If requested the specialists on financial support can provide additional feedback on possible additional financial resources, and reflect on governance issues.

There are strong relationships between the BKC and the municipality, and they are both positive with regard to this action, so no conflicts can be noted here.

KEY RESOURCES REQUIRED

The Municipality will grant 50.000 euros to the BKC to perform the tasks as outlined above in 2023. This amount will then be matched by finding additional financial funds such as subsidies, grants and project funding, and by additional investments of the members of the BKC.

From the municipality, time is needed from a project manager (from the culture department) in order to set-up the financial agreement, to transfer the money, to supervise the implementation of the discussed actions, to monitor the outcomes.

The funding provided by HUB-IN will allow the HUB to hire additional support staff, allowing them to work on the goals as discussed above.

Space, regulatory support and tools are n/a.

TIMING

Q1 through Q4 2023

End of March: an assignment for the BKC will be created.

End of April: The BKC will respond to the assignment with a plan and budget.

Beginning of May: Based on the previous process a financial agreement will be made.

May to December: actions will be performed by the BKC.

At the end of each quarter a monitoring meeting will be organised.

In 2024 an evaluation report, development plan, and budget overview will be sent to the municipality.

GDPR

n/a

POTENTIAL RISKS

The only potential risk is that the financial investment will not be used by the BKC to reach the goals as discussed. It is therefore very important that in the financial agreement we create very strict rules on which they can spend the money, and make agreements about how they report to the municipality (e.g. quarterly report meetings, a final report and budget overview etc.).

2 >

Initiate an art programme in the HUA



CITY MISSION

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

Mission 5: Connect the HUB to the Utrechtters and to the Werkspookkwartier, its circular pioneers and creative entrepreneurs and build on its history

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key resources required -> 23

timing -> 23

GDPR -> 24

potential risks -> 24

COORDINATION

- Municipality of Utrecht - Culture Department: creating an open call together with the HUB. Creating a committee, and financially supporting it, supervising the process of the open call, selecting participants, monitoring the outcome.
- Municipality of Utrecht – Department of Spatial Development: will provide input on the most important needs that should be addressed through this art programme in the HUA. The department of art and culture will set-up the financial agreement, oversee the process, take part in the committee and monitor the output.
- Art committee of the BKC (to be created): create, disseminate, execute, oversee the open call. They will also select the projects from amongst the applications.
- The BKC: will set-up the art committee, and carry out the productional tasks of the art programme. Furthermore, the art committee will create, disseminate, execute, oversee the open call. They will also select the projects from amongst the applications. Furthermore, they will be doing the PR and communication around the open call and execution of the art programme.

CONTEXT

In order to make the HUA more attractive for visitors, support the cultural entrepreneurs active in the area, and tell the story of its cultural heritage, the second Action is to initiate an art programme in the HUA in the form of an acceleration programme. There are multiple reasons to do this. First of all, stakeholders, also from the BKC, have expressed that there are several questions in the HUA that can be addressed through such an art programme. For example, the HUA needs to become more attractive and inviting for visitors, in order to evolve to be more open for the citizens of the city of Utrecht. Here, interviews with stakeholders, performed as part of the preparation work for writing the action plan for HUB-IN, have revealed that there is also an expressed interest to do artistic interventions in the HUA that engage with the history and cultural heritage of the Werkspoorkwartier and tell a tale of modern creative work in the Werkspoorkwartier. In addition, the municipality has the ambition to facilitate the cultural entrepreneurs and artists active in the HUA and to help them to professionalize and create sustainable and scalable business practices. In addition, by working with the existing businesses in the HUA, the ties in the HUA are improved, leading to a strong network that can grow in the future.

DESCRIPTION

Together with the BKC and an art committee (to be created), consisting of stakeholders in the area and independent art advisors from the municipality, the municipality will set up an open call for art projects in the HUA, where cultural entrepreneurs can apply to projects. The choice for an art committee with stakeholders in the area - with members from de Nijverheid, het Hof van Cartesius, de Vriendinnen van Cartesius, de Havenloods, de Stadstuin - is to ensure bottom-up participation and an open call that reflects the needs in the HUA. The open call will be developed together with the art committee in the first quarter of 2023. The entire process is set up through the BKC, meaning that in the beginning of 2023 the municipality of Utrecht will create a financial agreement with the BKC (similar as the approach in action 1) in which the process is described in detail. Here, it is important to note that a budget is reserved to pay this committee for its efforts.

Furthermore, the agreement will detail how the process should be monitored, what communication requirements are involved and how to keep the municipality of Utrecht updated.

The Action will create an open call (bottom-up supported by the HUA) for artists and creative entrepreneurs active in the HUA to create artistic products and services to address the questions and concerns of the HUA. This can be questions of making the HUA more accessible or attractive for the citizens of Utrecht, tell the story of cultural heritage in the HUA, to create ties in the HUA (also between old industries and new creative entrepreneurs in the area, to support local cultural entrepreneurs to professionalize their business practices, etc. Other requirements of the proposals should be to focus on innovative ideas that can be used to solve issues elsewhere (creating transferable skills and scalable products), and create talent development opportunities in the execution of these plans. Furthermore, the committee will make sure that the selected programmes address the needs in the HUA and contain a good mix from artists and cultural entrepreneurs spread throughout the area. Overall, the belief is that by setting up an open call the Action will create a bottom-up process where the projects with the highest perceived urgency by the stakeholders in the HUA can be supported.

The artists and cultural entrepreneurs will then have until the end of 2023 to perform the actions. These actions need to have a public aspect, for example in the form of an event, so that the general audience in Utrecht and all stakeholders in the HUA (both creative and other) will have the opportunity to encounter the created products. The Geotool will be used to map the outcomes of the programme in the HUA and communicate it to an audience. Final reports reflecting on the outcomes will be submitted in the early months of 2024 (but in time for general reporting of HUB-IN).

EXPECTED RESULTS

By means of this action, the Utrecht team aims to:

- stimulate the artists and creative workers of the HUA,
- help them to innovate their products and services,
- accelerating the innovation and creative power of artists and cultural entrepreneurs in the HUA,
- increase the legitimacy of the HUB and its network in the HUA,
- improve the cohesiveness of the key actors in the Werkspoorkwartier,
- contribute to the solution for the questions that live in the HUA,
- inviting and connect the workers in the HUA to the citizens of Utrecht.

STAKEHOLDERS TO BE INVOLVED

- Bedrijvenkring Cartesiusweg (BKC) and its members such as: Erfgoed Werkspoor Utrecht, De Nijverheid, 't Hof van Cartesius, Various SME companies in the area.
- Within the municipality: Department of spatial development and Department of art and culture.
- Within the HUA:
 - The involved artists and creative entrepreneurs that will execute and create the artistic and creative products and services, such as people working in the creative hubs of: The Werkspoorfabriek, The Vlampiepateliers, The Havenloods.

- The other SME companies in the HUA, with whom the artists and creative entrepreneurs will collaborate to create the artistic and cultural goods and services.
- Within HUB-IN:
 - Specialists on support to business plans and financing solutions, and on open calls and acceleration programmes. If requested, the specialists on financial support can provide additional feedback on possible additional financial resources, and provide feedback on plans. Furthermore, they can help with thinking about the best way to set up the open call and the acceleration plan.

There are strong relationships between the BKC and the municipality, and they are both positive with regard to this action, so no conflicts can be noted here.

KEY RESOURCES REQUIRED

In order to implement the art programme in the HUA, 75.000 euros are reserved in the budget of HUB-IN. In addition, 10.000 euros have been reserved to support the art committee that will supervise the process and to organize the communication around the art programme.

From the municipality, time is needed from a project manager (from the culture department) in order to set-up the financial agreement, to transfer the money, to take part in the art committee, to supervise the art programme, to monitor the outcomes. Furthermore, time is needed from a communication officer to organize the communication on behalf of the city of Utrecht around this art programme.

Space: the creative hubs in the HUA will offer the necessary working spaces for the artistic and creative entrepreneurs to create their artistic goods and services.

Regulatory support will depend on the artistic products and services that will be selected in the open call. If additional permits are necessary (for e.g. art in the public space), the culture department of the municipality of Utrecht will supervise this process.

Necessary tools: the Geotool will be used to map the outcomes of the programme in the HUA and communicate it to an audience.

TIMING

Q1 through Q4 2023

Early February: a call for a tender from the BKC will be created.

End of April: The BKC will respond to that call with a tender.

Beginning of May : Based on that tender an agreement will be made.

Beginning of May: an art committee will be selected.

End of May: an open call will be created and communicated to the community of the HUA.

July 1st: deadline of the open call.

July: the art committee will choose a selection of proposals that will be developed further.

August through December: the artists and creative entrepreneurs start working on the development of their artistic goods and services.

At the end of each quarter, monitoring meetings with the art committee will be organised.

In 2024 an evaluation report and budget overview will be sent to the municipality.

GDPR

n/a

POTENTIAL RISKS

The main risk is to not have enough time left in the HUB-IN project to perform the action, as it takes time to create an open call, select artists and creative entrepreneurs, finance the participants and so on. This means that the HUB-IN Utrecht team will have to work very hard in the beginning of 2023 to ensure a viable planning for 2023, refining what is proposed above. Interviews performed with stakeholders in the area have confirmed the belief that the size of the budget is fitting for the area and can be spent before the end of 2023.

A second 'risk' is the impossibility to govern the kind of proposals presented by the creative sector in the HUA, making it very difficult to predict whether there are sufficient proposals in line with the concept, and whether the Hub-In Utrecht team will be able to spend all the available budget. One way to avoid this problem is to be very specific in the open call regarding the qualities that the proposals should possess.



Boost innovation and creativity via talent development programs



CITY MISSION

Mission 3: Boost innovation and creativity via talent development programs

Related Actions

A1.1: Develop the HUB's organisational structure

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

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stakeholders to be involved -> 27

key resources required -> 27

timing -> 28

GDPR -> 28

potential risks -> 28

COORDINATION

- Municipality of Utrecht - Culture Department: selecting a series of cultural organizations interested in setting up talent development programmes in the HUB. Financially supporting these organizations, monitoring the process of the programmes, monitoring the outcome.
- The art committee of the HUA: providing input on the way the selection of talent development programmes should be organised.

CONTEXT

The third Action is to support talent development programmes in the HUA for young talented artists and creative workers. These programmes help these workers to further develop their craft, to professionalise their businesses and learn entrepreneurial skills, craft scalable products and by doing so create sustainable businesses. By supporting these programmes, the programme will contribute to a solution for multiple challenges in the HUA: the attractiveness of the HUA for new talented workers in the area is improved, cultural hubs present in the HUA are supported, the programme will help to professionalise these workers and improve their entrepreneurial capacities and creative skills sets, the programme empowers this community and support the creative industries, connections in the HUA are improved, and innovative goods and services are promoted. In this way we boost the innovative and creative power of the Werkspoorkwartier.

DESCRIPTION

The Action will support talent by helping the artists and creative workers in the HUA to develop themselves further by creating talent development programs. This will be done by working with partners with established relationships with the municipality to guarantee high quality programmes initiated by existing organizations in the HUA.

The municipality of Utrecht will create financial agreements with the organisations that will initiate the talent development initiatives, based on their ideas on how to set up a talent development programme. The approach in this regard is therefore similar to the approach of Actions 1 and 2. Target participants are up-and-coming talents. Again, the agreement will detail how the process should be monitored, what the target population of participants is, what communication requirements are involved and how they keep the municipality of Utrecht updated.

Overall, the agreements with the different organisations refines the specific goals and requirements that the organisations will need to adhere to. Similar to action 2, the Action focuses solely on people active in the creative hubs in the HUA. However, Action 2 targets artists and entrepreneurs that are more established and are relatively skilled whereas Action 3 targets up-and-coming talents, with the aim of improving skills and employment. In this way, the aim is to maximise the benefits of the Action Plan and add to the success of the HUA. The talent development programmes can consist of a diverse range of activities such as working stipends, workshops, masterclasses, knowledge updates and coaching for early career creatives as well as experienced creatives. This should lead to a visible output, such as an exhibition, performance, art piece etc. If possible, connections with Action 2 will be sought, by having these talent

programmes proceed the open call, so they will function as an incubator to foster new ideas, or to turn them into guidance trajectories in the execution of the supported plans. The main goal of these programmes should be to improve the entrepreneurial capacities and creative skills sets of the artists and cultural entrepreneurs. All these requirements, and others to be determined, will all become part of the financial agreement, and in this way the HUB-IN Utrecht team will ensure that the talent development programmes will adhere to the HUB-IN goals.

EXPECTED RESULTS

Skills and talent developed via coaching and networking; artists and creative entrepreneurs with further developed craft, professionalized businesses, entrepreneurial skills, scalable products and sustainable businesses; guided artists and creative entrepreneurs in the development of artistic goods and services.

STAKEHOLDERS TO BE INVOLVED

- Within the HUA:
 - The creative hubs in the Werkspoorkwartier such as: The Nijverheid, 't Hof van Cartesius, The Werkspoorfabriek, The Vlampijpateliers, The Havenloods;
 - The involved artists and creative entrepreneurs that will take part in the talent development programmes;
- Bedrijvenkring Cartesiusweg (BKC) and its members such as: Erfgoed Werkspoor Utrecht, De Nijverheid, 't Hof van Cartesius, Various SME companies in the area;
- Within the municipality: Department of art and culture.

The cultural hubs will set up and perform the talent development programmes. The artists and creative entrepreneurs will participate in these programmes. Furthermore, they will keep the municipality updated on the progress and the outcomes.

- Within HUB-IN: Experts on open calls. They can help with thinking about the best way to set up the open call.

There are strong relationships between the BKC and the municipality, and they are both positive with regard to this action, so no conflicts can be noted here.

KEY RESOURCES REQUIRED

In order to make this talent development programme possible in the HUA, 50.000 euros are reserved in the budget of HUB-IN.

From the municipality, time is needed from a project manager (from the culture department - same as mentioned under action 2) in order to set-up the financial agreement, to transfer the money, to supervise the talent development programmes, to monitor the outcomes. Furthermore, time is needed from a communication officer to organize the communication on behalf of the city of Utrecht around this talent development programme.

Space: the participating creative hubs in the HUA will offer the necessary working spaces for the talent development programmes.

Necessary tools: the Geotool will be used to map the outcomes of the programme in the HUA

and communicate it to an audience.
Regulatory support is n/a.

TIMING

Q1 through Q4 2023

Early February: an approach (tender or one-on-one selection) will be decided upon.

Midst of February: Creative hubs will be invited to submit a proposal.

Beginning of March: 2 to 3 creative hubs are selected.

End of April: Based on the proposals, agreements will be made.

May to December: talent development programmes will be performed by the creative hubs.

At the end of each quarter a monitoring meeting will be organized.

In 2024 an evaluation report and budget overview will be sent to the municipality from each hub.

GDPR

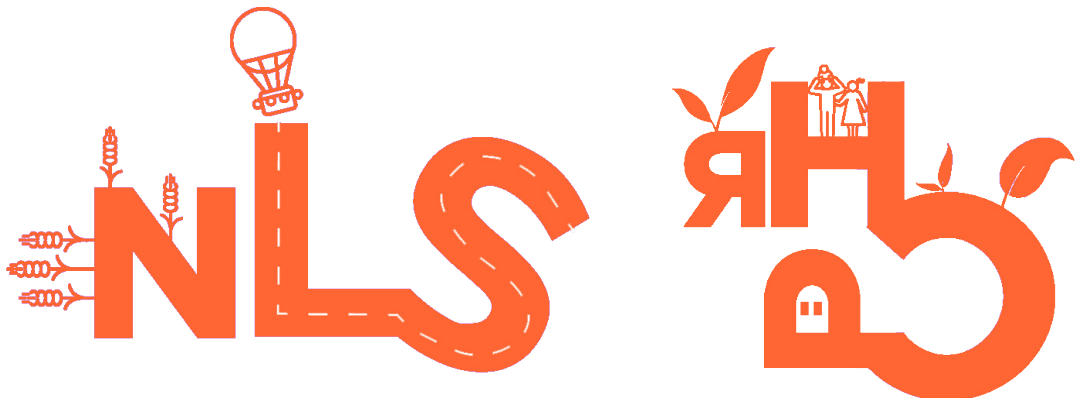
n/a

POTENTIAL RISKS

The main risk is to not have enough time left in the HUB-IN project to perform the actions, as it takes time to select talent development programmes and get these programmes up and running. This means that we will have to work very hard in the beginning of 2023 to make sure that we have a viable planning for 2023, refining what we have proposed above. The Utrecht Team will work in close collaboration with the HUB-IN steering committee, to make sure that we make this planning possible.



Develop blueprints for widely applicable governance innovators structures for hubs in the HUA and Utrecht in general



CITY MISSION

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

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COORDINATION

- Municipality of Utrecht – Culture department: creating a process, selecting an external consultant, involving the stakeholders in Domplein 4, supervise the process, monitoring the outcome.
- Municipality of Utrecht – The department of real estate: functioning as a sounding board with regard to the desired contract relations between the tenants and the municipality of Utrecht.

CONTEXT

Within the HUA (and throughout the city of Utrecht), there is a widely perceived need for the development of governance models that can be used to implement in old and new cultural hubs in order to ensure long term fruitful collaborations of multiple cultural organisations. In the HUA there are several plans for new cultural hubs. Furthermore, as discussed under Action 1, the idea is to create together with the BKC a HUB of the Werkspoorkwartier. However, for example in several of the existing hubs in buildings, the city of Utrecht has encountered governance issues regarding the way tenants in the building collaborate, what the role of the main tenant is, and how to create a financially sustainable business model for the hub as a whole.

Therefore, by means of a case study, the ambition of the Action is to create insights on good governance of such hubs and a template governance structure/DIY toolkit that can be applied in these existing and future hubs, to provide guidance and support to other (future) hubs in the HUA. In this process, insights from the HUB-IN process and from cultural hubs in the HUA (and in Utrecht in general) will be used. In addition, a case study will be performed. On its turn, the knowledge acquired and the outcome of the case study will provide guidance and tools that will be used in the Werkspoorkwartier for the further development of future and existing cultural hubs. As such, the action is designed as a feedback loop, exchanging insights on good governance between various hubs in the city.

DESCRIPTION

The goal of this Action is to generate learnings for hubs in the Werkspoorkwartier, by creating a governance structure blueprint and accompanying DIY toolkit that the municipality of Utrecht can use to reorganize current cultural hubs, and create new sustainable governance structures in future hubs in the HUA. In order to do so, the Action will use insights acquired in the HUA, by setting-up knowledge sharing activities between Hubs of Innovation in Utrecht and by performing a case study of an existing hub outside the HUA that currently encounters governance issues, Domplein 4.

Domplein 4 is an old heritage building in the centre of Utrecht (next to the biggest church) with roots dating back to the roman times, that currently is being used as a cultural location hosting a hub that contains several organizations that are active in (amateur) art. However, the parties located in the building encounter serious problems with regard to the governance structure of their collaboration within the hub, and maintaining relationships with stakeholders inside and outside the hub necessary to survive - challenges that the city of Utrecht is encountering

throughout the city and the Werkspoorkwartier. This is endangering the future of these parties in this building.

Overall, the Utrecht team will look for an external consultant, who will develop this blueprint and DIY kit together with the culture department of the municipality of Utrecht. First, the consultant will collect all useful information for the process. In this regard, the idea is to draw on the expertise and financial support of HUB-IN, such as the toolkit, the atlas, but also workshops designed by Energy Cities for the the roadmap process for the Machinerie (the building that was designed to function as a hub for the Werkspoorkwartier - see the Roadmap document Utrecht), and the knowledge acquired within the HUB-IN project on the Werkspoorkwartier as the foundation of this trajectory. Moreover, several lessons can be drawn from the governance issues of the Machinerie and the Werkspoorkwartier in general, and knowledge acquired there can be used in the process. Second, during this process the Utrecht team will invite other existing hubs in the form of a (series of) round table(s), to create a bi-directional knowledge exchange, where insights are exchanged on good governance between various hubs in the city. In this way, hubs can learn from each other and shared knowledge will be used in the case study. Here, the goal is to exchange knowledge with regard to: funding and business models; governance structures, relation with tenants and the main tenant, the way stakeholders decide on how spaces are used by whom, selecting tenants, the relationships between the tenants, main tenants and the municipality etc. Insights collected from hubs in the HUA and the city will be used in this case study process. Next, the consultant will perform a case study process for Domplein 4 in the form of a series of interviews and round tables, together with the tenants, using the acquired knowledge. Afterwards, based on the acquired knowledge, round table(s) and case study, the consultant will create the governance blueprint and DIY toolkit. Lastly, the department of arts and culture will ensure that these outputs will be shared with current hubs and implemented in future hubs in the HUA and the city at large.

By means of this approach, the Action aims for two other outcomes: first, the idea is that this should result in a governance structure template – that can be used in cultural hubs the HUA and elsewhere in the city. Here, as just one governance model may not be transferable to other hubs, the idea is to design this as a series of principles and guidelines, that can be used to design a fitting governance structure for different situations. The ambition is to implement the governance structure in the cultural hubs that are currently in development in the HUA - although this an ambition that will materialise after the finalisation of the HUB-IN project. Furthermore, the knowledge will be used in the development of the BKC as a HUB. , The second outcome that this action aims for is that the case study should result into a DIY toolkit that other cultural hubs can apply to figure out the best fitting governance structure for their hub. Lessons learned will furthermore be shared with other hubs in the city and with other partner cities in HUB-IN part of the HUB-IN alliance as a form of knowledge dissemination. In this way, this action contributes to the preservation and creation of workspaces for creative entrepreneurs in the HUA, and support the creative industries in the HUA and the city at large. Overall, the process can be understood as a feedback loop: knowledge acquired in the HUA and city is used in the case study, and the outcomes of the case study is shared with hubs in the HUA and the city.

EXPECTED RESULTS

Templates for governance structure, cooperation agreements and tenant management that can be applied in hubs throughout the city, and a DIY toolkit that existing hubs can use to review their current governance structure (and possibly develop a new one).

STAKEHOLDERS TO BE INVOLVED

- Within the municipality: Department of art and culture, especially cultural participation/education team; Department of real estate.
- External consultants: developing and executing a consultation trajectory for Domplein 4.
- Within Domplein 4: Theaterschool Utrecht; De Utrechtse Muziekschool; DOMunder; Danscentrum Utrecht. The tenants in Domplein 4 will also participate in the process of deciding the best governance structure for Domplein 4.
- Within the Werkspoorkwartier: The BKC; Existing hubs; Future hubs. The BKC and other existing and future hubs in the HUA get the opportunity to participate in knowledge exchange activities, and to learn from the acquired learnings from the case study of Domplein 4 in the form of the governance blueprint and DIY toolkit.
- Within HUB-IN: All governance specialists. When possible and necessary the governance specialists of HUB-IN can provide feedback or input on the templates and DIY toolkit in order to create the most cohesive, practical and fruitful blueprint that can be applied throughout the city. There are strong relationships between the stakeholders and the municipality, and they are both positive with regard to the action. However, conflicts exist between the tenants, so this requires a clear communication upfront on the process.

KEY RESOURCES REQUIRED

In order to create widely applicable governance blueprints, 30.000 euros are reserved in the budget of HUB-IN.

From the municipality, time is needed from a project manager in order to find an external consultant, issue an assignment, to transfer the money, keep in touch with all stakeholders, supervise the process, monitor the outcomes.

External consultant: developing and executing a consultation trajectory for Domplein 4 in order to define and implement widely applicable governance structures for hubs in Utrecht.

Space: Domplein 4 will offer the necessary working spaces for the sessions.

Necessary tools: the Atlas and the Toolkit and the roadmap process as designed for the Machinerie will be used as the foundation for the consultation trajectory.

Regulatory support is n/a.

TIMING

Q1 Q2 2023

Early February: an external consultant will be contacted and asked to make a (financial) proposal for a consultation trajectory.

End of February: based on their proposal a financial agreement will be made to start the trajectory.

March/April: The trajectory, consisting out of a series of workshops, is performed, including a (series of) round table(s) with hubs in Utrecht for knowledge sharing.

May/June: Based on the collected input, a report will be written by the consultant including a template for governance structure and DIY toolkit for hubs.

June/July: based on input from the municipality of Utrecht, last adjustments will be made, after which the products are finalized and shared.

GDPR

n/a

POTENTIAL RISKS

Just like any other consultant trajectories, the main risk is the impossibility to predict how useful the outcome will be for all hubs to implement it. This will require ongoing conversations to monitor the process and think with the consultant about the result. In addition, as planned, in the process the HUB-IN Utrecht team will make sure that the different stakeholders will give their input on the desired outcomes.



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



<https://hubin-project.eu>

Branding and Communication of the Utrecht Hub

The branding and communication strategy of the Utrecht HUB-IN place will rely on the existing brand and communication channels of the municipality of Utrecht, the BKC and all involved stakeholders. Since it can rely on existing infrastructure, the HUB-IN Utrecht team can use existing audiences and does not have to (re)design a new brand or communication strategy. As such, the Utrecht HUB-IN place's branding and communication style will draw from the styles already adopted by the different stakeholders.

The municipality of Utrecht will use its newsletter to communicate the open calls and the deliverables of the HUB-IN project to its network. The tone of voice is formal, calm, accessible. Central in the communication strategy is that it is inclusive and has a clear writing style, avoiding difficult words in order to appeal to a large audience.

The BKC communicates via its website, its newsletters and by hosting quarterly area meetings. Furthermore, the BKC will host a HUB-IN page on their website, where the HUB-IN project is explained, which links to the international HUB-IN website, and where news updates are posted on the execution of the actions as discussed in this action plan. In a sense, the communication style of the BKC is similar to the one of the municipality: formal, calm and accessible. However, whereas the municipality focuses on the general audience of Utrecht, the BKC is focused more on the entrepreneurs in the

HUA, thus relying on a slightly more professional tone of voice. In this regard, it is good to note that the support of the BKC, as envisaged under Action 1, will also increase the communication capacity of the BKC.

Furthermore, news about Actions 2 and 3 will be communicated via the cultural hubs in the area. They have their own newsletters, websites, social media accounts. By collaborating with these hubs in the area, the Utrecht team can guarantee that the creative entrepreneurs and artists active in the HUA will be informed about the opportunities offered by HUB-IN. These hubs have a very own tone of voice, dependent on the specific nature of the HUB and its target demographic. These two Actions have a joint identity, as these two projects are closely related, but as discussed under Action 3, will be targeting slightly different audiences, and the communication styles will be adjusted accordingly.

With regard to the blueprints/DIY toolkit to be developed under Action 4, the HUB-IN Utrecht team will create a brand or linking element to be used to draw attention to the blueprints and connect future hubs adopting them.

INTRODUCING THE HUB TO THE LOCAL COMMUNITY AND STAKEHOLDERS

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Quarterly area meetings	Entrepreneurs of the HUA	In these meetings, the entrepreneurs of the HUA will be updated on HUB-IN and the actions.	Q1, Q2, Q3, Q4
Point of contact	Entrepreneurs of the HUA	To lower the threshold for the entrepreneurs in the HUA to contact the BKC about their needs and wishes for the HUA, the BKC will present themselves as the point of contact in the HUA.	Continuous
Newsletters	Entrepreneurs of the HUA	In the newsletters of the BKC, they will inform the entrepreneurs in the HUA about their activities and the role they can play to address the needs of the (cultural) entrepreneurs active in the city.	Q1, Q2, Q3, Q4

The stakeholders of the HUB will be informed through the discussed communication channels as mentioned above. The stakeholders can participate and contribute by engaging in the open calls, or by participating in the talent development programmes.

INFORMING, CONTRIBUTING AND TAKING PART TO HUB'S ACTIVITIES

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
Quarterly area meetings	Entrepreneurs of the HUA	In these meetings, the entrepreneurs of the HUA will be updated on HUB-IN and the actions. Here, feedback will be collected, new ideas, needs etc. Furthermore, here the BKC will facilitate networking opportunities etc. Furthermore, outputs will be documented in an overview report which the BKC will write and share with their stakeholders via their website.	Q1, Q2, Q3, Q4

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INFORMING, CONTRIBUTING AND TAKING PART TO HUB'S ACTIVITIES

ACTIVITY	STAKEHOLDER TARGETED	DESCRIPTION	TIMELINE
The art programme	Entrepreneurs of the HUA, interested citizens of Utrecht	Depending on the activities selected in the open call (action 2), several cultural activities will be organized in the HUA. When these activities take place, all targeted stakeholders and the citizens of Utrecht will be invited through the communication channels as discussed above. If possible, one 'Werkspoorkwartier festival' will be organized where all cultural programmes will take place in the same week – which then can be communicated as one package to the citizens of Utrecht. In addition, the Geotool will be used to map the outputs in the HUA. Furthermore, outputs will be documented in an overview report based on the reports of the recipients.	Q3, Q4
The talent development programme	Entrepreneurs of the HUA, interested citizens of Utrecht	The talent development programmes (action 3) will lead to public presentation moments. Here too, entrepreneurs and citizens will be invited through the existing communication channels as discussed above. Furthermore, outputs will be documented in an overview report based on the reports of the recipients.	Q3, Q4
The governance blueprints	Stakeholders of Domplein 4, city council, cultural organizations in Utrecht	The outcomes of the consultation programme will be communicated to stakeholders of Domplein 4 in a report. Furthermore, this report will be shared with the city council and an accompanying letter. The templates and DIY toolkit will be shared via the communication channels as discussed above.	Q1, Q2, Q3, Q4

The envisaged activities will help to promote the values of the Utrecht HUB-IN place as described in the Development Vision of the Werkspoorkwartier in multiple ways (as outlined in the table). In this way, the action plan ensures that the key values are embedded in its actions. To summarize, the key values of the HUA are the following:

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, short visits, entertain.

PROMOTING THE VALUES OF THE HUB

Action	VALUE PROMOTED	MAIN BRAND OBJECTIVE TARGETED	DESCRIPTION
Supporting the HUB	Pioneering spirit, cohesion	Promote the HUB as a centre for entrepreneurship that is visibly and recognisably present in the HUA and Utrecht region with talent development and stimulation of cultural entrepreneurship as distinct features.	The supporting of the HUB will improve the visibility and recognizability in the HUA and Utrecht Region.
Initiate an art programme in the HUA	Free, vivid, industrial, pioneering spirit	Promote the HUB as a centre for entrepreneurship that is visibly and recognisably present in the HUA and Utrecht region with talent development and stimulation of cultural entrepreneurship as distinct features.	Supporting the art programme will improve the visibility of the HUB as a centre for entrepreneurship with stimulation of cultural entrepreneurship as a distinct feature.
Boost innovation and creativity via talent development programs	Pioneering spirit, Cohesion	Promote the HUB as a centre for entrepreneurship that is visibly and recognisably present in the HUA and Utrecht region with talent development and stimulation of cultural entrepreneurship as distinct features.	Supporting the art programme will improve the visibility of the HUB as a centre for entrepreneurship with talent development as a distinct feature.
Develop blueprints for widely applicable governance structures for hubs in the HUA and Utrecht in general	Cohesion	Promote the HUB as a centre for entrepreneurship that is visibly and recognisably present in the HUA and Utrecht region with talent development and stimulation of cultural entrepreneurship as distinct features.	The development of the blueprints will show the capacity of the HUB to function as a centre of entrepreneurship by possessing expert knowledge about setting up sustainable (cultural) HUBs in which (cultural) entrepreneurship can flourish.



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