

How to Set Up a Creative Hub

EUROPEAN
CREATIVE HUBS
NETWORK



Co-funded by the
Creative Europe Programme
of the European Union

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Introduction

About the programme

The European Creative Hubs Network (ECHN) is a two-year project co-funded by the European Union through the Creative Europe programme. The project helps Creative Hubs connect and collaborate across Europe.

Launched in February 2016, ECHN is building a community network of Creative Hubs by hosting a series of people-to-people encounters incorporating training, debates, best-practice sharing, and other topical and sometimes difficult discussions. The project is led by the British Council, in partnership with six Creative Hubs across Europe: Bios (Greece), Betahaus (Germany), Creative Edinburgh (UK), Factoria Cultural (Spain), Kulturni Kod/Nova Iskra (Serbia), Roco (UK), and the European Business and Innovation Centres Network (EBN).

“Now is the moment and opportunity for Arts to prove a case - the value beyond art itself”

Gerfried Stocker, Artistic Director
- Ars Electronica

About the 3 training workshops

The project aims to build the capacity of Creative Hub leaders and therefore contributes to the resilience of Creative Hubs across Europe.

One strand of its activities focuses on skills development for Creative Hub leaders through workshops. In 2017, a series of three workshops have been designed and hosted by project partners Factoria Cultural, betahaus Berlin, and Creative Edinburgh - with support from the British Council. Each workshop targeted a slightly different audience, from leaders who are at the beginning of their Creative Hub managing career to those who have extensive experience and are ready to set the next trend in the Creative Hub world. The Skills Diary for Creative Hub Leaders - developed by the British Council together with SNOOK - collects learning outcomes from the three workshops, and provides open access for the whole Creative Hubs network.



About this toolkit

This toolkit builds on the European Creative Hubs Skills Workshop organised in Madrid on 22nd - 23rd March 2017.

Factoria Cultural hosted the workshop - the first in a series of three, aimed at developing the skills of Creative Hub leaders at the beginning of their careers - which touched on elements of financial sustainability, building a community, and setting up an education platform. In each section, a list of additional resources invites you to explore further before moving on. Links are for information only and do not constitute an endorsement.

Learning Outcomes

By the end of this toolkit, you will be able to:

- Understand the Creative Hubs ecosystem.
- Learn how to start and grow a Creative Hub.
- Understand basic elements for the day-to-day running of a Creative Hub.



1. The Creative Hubs Ecosystem

The ecosystem of Creative Hubs across Europe is now well established. It offers the opportunity for new Hubs to build upon their learnings and successes.

1.1 Building connections between creatives and the economy

Cultural and Creative Industries (CCIs) play a leading role in national economic growth policies because of their dynamic nature, their structural contribution to production and employment, and their potential for growth. In Europe, CCIs provide more than 12 million full-time jobs which amounts to 7.5% of the EU's work-force, creating approximately €509 billion in value added to Gross Domestic Product (GDP).

Source: A coherent EU policy for cultural and creative industries.

How do we build the link between the creative sector and the wider economy? How do we nurture the areas where creativity is growing? This is where Creative Hubs play a vital role: they allow creatives to connect, communicate and collaborate.

This is particularly crucial for newer creative areas. Creative Hubs enable creative professionals to communicate across sectors, to look globally, to keep evaluating and refining their offer, to learn, get feedback and gather the evidence they need to grow. Creative Hubs also act as a conduit between the creative, cultural and tech sectors, as well as stakeholders, policy-makers and government.



“A Creative Hub is a place, either physical or virtual, which brings creative people together. It is a convenor, providing space and support for networking, business development and community engagement within the creative, cultural and tech sectors.”

Creative Hub definition,
Creative HubKit, p.4

1.2 The growth of Creative Hubs

Creative Hubs are fast becoming a worldwide phenomenon. In the last ten years, hundreds of innovative spaces where people can design, test, scale and launch enterprising new ideas have popped up around the world. The United Kingdom has had a sizeable role in propelling the development of Creative Hubs, and most cities in the UK host a thriving number of Hubs. The growth of the European Creative Hubs Network testifies to their success and increasing impact. Creative Hubs help organise the creative economy, enable innovation and development, and have allowed the sector to capitalise on technological advancements which facilitate greater audience reach and help transform people from consumers to creators.

Across Europe, urban regeneration projects regularly engage with the creative industries to overcome the decline of traditional industries, complement the education system (in particular around innovation), engage with young people and tackle youth unemployment.

“Artistic creativity and critical thinking are essential for innovation in today’s digital world. Already, highly innovative companies like Mercedes thrive on a strong link between artists and their engineers”

Commissioner Günther Öttinger
(in answer during EP hearing)

Read More:

[A Coherent EU policy for cultural and creative industries](http://bit.ly/eupolicyculturalcreatives)

<http://bit.ly/eupolicyculturalcreatives>

[Creative Hubs: Understanding the New Economy Report](http://bit.ly/CreativeHubsReport)

<http://bit.ly/CreativeHubsReport>

[The European Creative Hubs Network map](http://creativehubs.eu/network/)

<http://creativehubs.eu/network/>

1.3 The impact of Creative Hubs

Creative Hubs are shaped by the needs and capacity of local creative industries and the economy. They are embedded in particular cultural contexts, supporting specialised creative practices and developing their own value systems.

Successful Hubs have two common traits: resilience and sustainability. These Hubs understand the businesses and creatives who work within their environment, and are able to respond to their needs. The British Council report *Creative Hubs: Understanding The New Economy*, outlines the wide-ranging impact of Creative Hubs - from fostering start-ups, jobs, products and services, to helping secure investment. Creative Hubs develop and retain talent, create engagement and educational opportunities. They encourage regeneration, research and development, and foster networks at municipal, regional and international levels. Their innovative organisational models lead to greater flexibility and a better quality of life.

Activity: Understanding your business environment

Understanding the ecosystem around Creative Hubs across Europe is an invitation to broaden the horizon, analyse the environment around your Hub and use the experience, on the next page, of other hubs to maximise the impact. Use the activity below as a reflection to explore the needs, risks, opportunities and the unique selling point of your Hub.

	What local or international needs might the Hub meet?	What might be the risks involved?	How might you turn them into opportunities?	What might be unique about your Hub?
Cultural				
Social				
Economic				
Environmental				
Technological				
Educational				
Political				

1.4 Planning evaluation from the start

Creative Hubs often struggle to evaluate their impact and articulate their value proposition, particularly when speaking to potential investors.

Evaluation doesn't have to be a time-consuming task, especially if it is embedded in practice from the start:

- **Values:** What are the core values that your Creative Hub identifies with? What will be the impact?
- **Beneficiaries:** Who are the key beneficiaries of your network? Your Hub will support their growth. In return, how will their success demonstrate the value of the Hub? How will you share their stories with prospective beneficiaries and funders?
- **Evidence:** To demonstrate impact, you will need a baseline. How will you measure impact? Do you have access to external research? Will you collect data through feedback forms? Will you conduct in-depth interviews with your beneficiaries to understand their experiences, needs and challenges?

With no universal evaluation tool, Hubs can find it difficult to demonstrate their value to potential funders and local authorities. ECHN is developing a pilot barometer tool which will establish a baseline across Europe. The barometer will enable Hub managers to promote their Hubs and better understand where they fit in the creative economy. Self-assessment from Hub managers will inform trends in their sector.

Read More:

[Creative Hubs Barometer](#)

<http://creativehubs.eu/creative-hubs-barometer-pr/>

2. Starting a Creative Hub

If you are thinking of creating a Hub, this chapter will stimulate your thinking. If you are already on your way, you can review areas that were overlooked during the early days.

“Many cultural and creative organisations react negatively to the world of business, yet they need sufficient financial resources to carry out the present and future activities they have planned. The advantage that the concept of a business model brings is that it focuses on creating, delivering and capturing value”

Factoria Cultural's Innovation Plan

2.1 Before you start

Successful businesses prosper because they respond innovatively to an opportunity, a need or an anomaly in which they see business potential. Starting a business isn't for the faint-hearted. It requires hard work and persistence, so be prepared to do your research.

- **Research. Research. Research.** This will help you scope out demand in your area, understand the needs of potential beneficiaries, and analyse the market. Network with other Hubs to learn from their experiences or go on an international peer-to-peer exchange.
- **Assess your motivation.** What interests you in creating a Hub? Are you looking to be in control of your creative practice? Support the success of other creatives?
- **Assess your own capability.** Do you have the right skillset? Are you technical, great at organisation, or have you well-developed communication skills? What are your assets? Do you have the time you will need to see this through?
- **Research legal and practical issues.** What do current laws and regulations say regarding design rights, insurance, health and safety, or copyright?



Read More:

[Nesta's Creative Enterprise Toolkit](http://bit.ly/CreativeEnterpriseToolkit)

<http://bit.ly/CreativeEnterpriseToolkit>

[How Work Works](http://bit.ly/howworkworks)

<http://bit.ly/howworkworks>

[Arts Council England - Starting a business](http://bit.ly/ArtsCouncilEngland)

<http://bit.ly/ArtsCouncilEngland>

2.2 Generating an income for your Hub

Your business model depends on the beneficiaries identified in your business plan. You need to understand their requirements, motivations and issues so that you can design an offer that meets their needs and is sustainable.

For example, this is how IMPACT HUB in Madrid, Spain co-created the growth model for their global network 80 hubs.

- **Working infrastructure:** Inspiring collaborative working space, essential business services, an attractive spot for events and meetings.
- **Entrepreneurial support:** Business skills training, incubation and acceleration programs, networking opportunities.
- **Collaborative community:** Hosting a diverse community of entrepreneurs, practitioners, investors and organisations.
- **Impact ecosystem:** Connecting key actors across sectors to collaborate on common challenges.

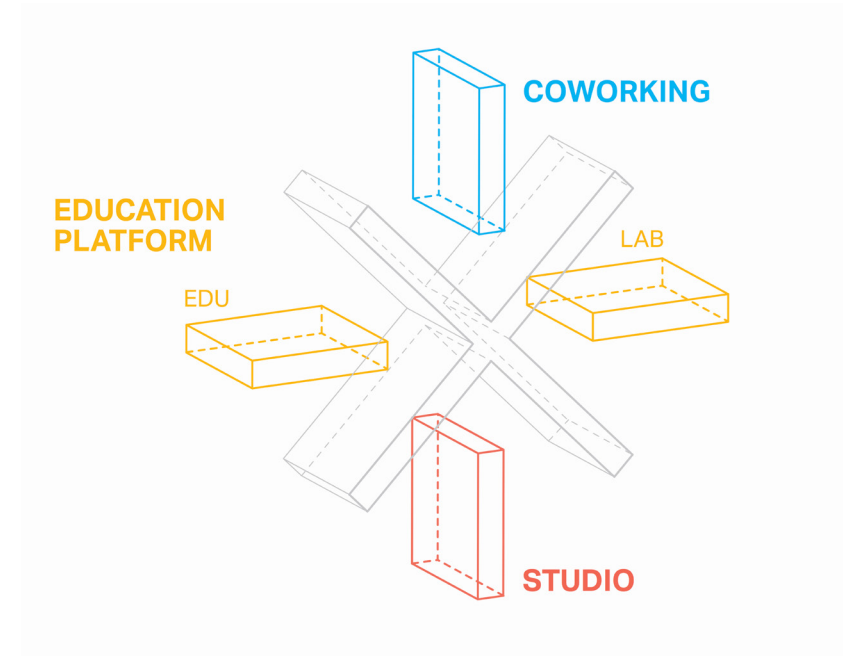
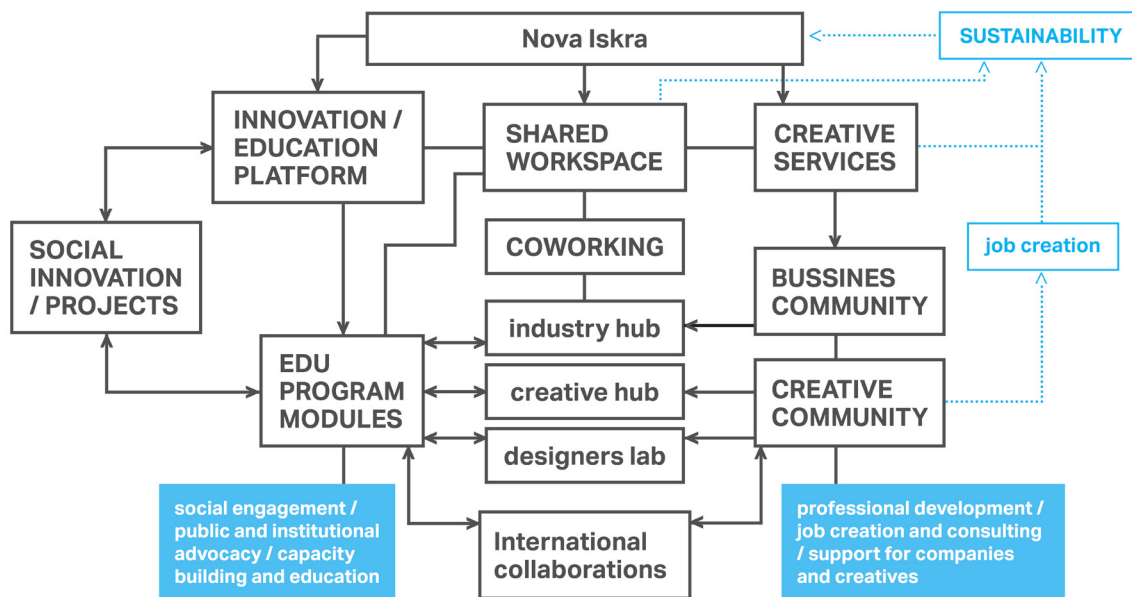
Another example is Nova Iskra in Belgrade, Serbia. It is a grassroots and multi-functional creative workspace with a hybrid business model (see next page):

- **Supreme coworking service:** An award-winning space, services dedicated to individuals and team members, and event services.
- **Education platform:** Training, courses, open lectures, mentorship and other diverse programs aimed at creative professionals, entrepreneurs and companies.
- **Communications** across all channels, visual design and agile content contribute to the overall image of the Hub, which is important for the business.
- **Industry relationships:** Nurturing relationships with selected companies.
- **Client service:** Design services delivered to a range of clients from startups to multinationals.
- **Advocacy and media presence:** Nurturing relationships with governmental and NGO stakeholders, chambers of commerce and other institutions.
- **International collaboration, national and regional leadership.**
- **Internal growth:** Constant reflection on growth and team culture.

[Factoria Cultural Madrid provides another example:](http://factoriaculturalmadrid.es/en/full-development/)

<http://factoriaculturalmadrid.es/en/full-development/>

The complex diagram (left) showcases the Nova Iskra model at the very beginning of their journey whereas the simple diagram (right) represents where they are a few years down the line.



2.3 Finding the right business model

Exploring how Creative Hubs across Europe have developed a variety of hybrid business models will help you define the right one for your Hub. Whether for-profit or not-for-profit, the legal frameworks vary according to context. It is important that you make an informed decision when setting up your Hub to ensure its legal status is adequate for your activities. Most cities run business services and might even be able to assign you a personal adviser. You can also consider courses, online or locally.



Writing your business plan

A business plan outlines your vision and how you intend to achieve it. It should be a living document, evolving as your business grows:

- **Business objectives:** what is your vision?
- **The type of Hub you intend to run:** for example, are you art-focused or open to a wide range of creative initiatives?
- **The demand:** who are the customers and competitors? What is your Unique Selling Point (USP)?
- **Marketing:** how do you intend to market your Hub?
- **Finances:** what are your estimated earnings, overheads, cash flow and funding sources?
- **Organisation:** how will the Hub be structured legally and practically (premises, staff, equipment)?
- **Evaluation:** how will you measure the success of the Hub?

Read more:

[The Guardian, Business plans: tips for arts, culture and the creative industries](#)

<http://bit.ly/BusinessPlansCreatives>

[NESTA Business Model Canvas:](#)

<http://www.nesta.org.uk/resources/business-model-canvas>

[Cultural Enterprise Office:](#)

<http://www.culturalenterpriseoffice.co.uk/our-services/resources/>

Activity: Understanding your customers

Time to put your business hat on! This activity is designed to help you understand better the people, organisations and businesses who will be benefitting from your Hub. In this context, we will call them your customers. Successful Hubs are the ones who understand their customers' motivations and pain points. Use the questions in this activity as an interview guide. Feel free to refine it to suit your Hub. Once you have interviewed your customers, read your notes and ask yourself: what are the recurring themes?

What are your organisation's objectives?

(Understand what they do, why they do it, where they see themselves in the future)

What would discourage you?

(Understand what would put them off from working with the hub)

Where do you work and where would you like to work?

(Understand where they live, how they travel, any constraints such as disability, income, childcare...)

Your questions...

What would you need from a Creative Hub?

How can we stay in touch?

3. What makes a successful Creative Hub?

This chapter will walk you through 3 ingredients of a successful Hub: a top team and an attractive space to build a vibrant community.

3.1 Fostering talent within your team

Creative Hub leaders wear many hats, but one of the most important roles is to support their team. As a successful hub leader, you should be able to:

- **Lead by example:** be open about your desire to develop within your role and share the steps you take. Open dialogue helps to reduce misunderstandings and solve situations faster.
- **Reinforce continual learning:** speak about your team's goals and find the motivations behind each goal. You can do it at the end of projects to celebrate the outcome and the learning. It is important to acknowledge difficulties and discuss improvements.
- **Foster sustainable development:** Hub leaders should be able to coach their team. Team members should have a clear understanding of how their talents fit in with the organisation and where they need to grow.
- **Reinforce Hub values:** your team needs to see how their everyday responsibilities contribute to the overall development of the Hub, and why what they do is important.
- **See challenges as opportunities to learn:** allow your team to pursue challenges that might not work out. Teams learn new skills through failure, without risking their careers.

“Creativity as a process underlines the way in which we work, our approaches and the ways in which we think and act:- how we deal with the challenges of setting up sustainable business models, dynamic work environments, or rich and diverse communities and audiences we are serving and supporting.”

Relja Bobić - An Inventory of effects - How Work Works - <http://bit.ly/howworkworks> page 5



How to be a Hub Superhero

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To learn more about how to be a better Creative Hub Leader, please see **How to be a Creative Hub Superhero toolkit**.

3.2 Designing your Hub

Creative Hubs are designed to meet the needs of their users. They are also influenced by the interests of their teams and the need to differentiate themselves from other Hubs. To become a sustainable and influential community player, getting the location and design right is key.

Location

Low rent is a key factor in choosing a location, and while Hubs are commonly found in urban areas, it is worth remembering that monthly costs for work spaces can be higher within city centres. A Hub may wish to be close to a specific community or within areas which lack a certain industry.

There are a few different space ownership models to consider:

- **Private ownership** – in leased or owned space.
- **Public-private partnership** – cooperation with local community or city level authorities.
- **Public ownership** – initiated and financed by public sector on different levels.

Design

A major appeal of Creative Hubs is their wide range of available spaces, from small-scale 'hot-desking' for solo entrepreneurs, to larger areas where bigger companies can customise the space to suit their style and needs. Event spaces, meeting rooms, collaboration spaces, and cafes and shops enhance work life. The aesthetic design of the Hub is important, both as a first impression and as a daily experience. Many Hubs allow their long-term tenants to customise their spaces, making them visually interesting and aligning them with their own values. For example, exploring how design (furniture, light fixtures, etc.) can be ecological if the Hub aims to have low environmental impact.



3.3 Building your community

A Hub in a great location with an enticing design attracts new users. However, the strength of the community is what makes tenants stay.

Great co-working comes from the community

Hub events connect people and encourage networking. Let these form organically, identifying the needs and work patterns of your tenants, and the frequency with which events should occur. Breakfasts, afterwork drinks and film nights will encourage social interactions. Talks - either from within the Hub or from external contributors - and learning lunches will encourage professional development.

Consider employing a Community Manager

Community Managers maintain and grow a healthy community. They make sure that tenants, stakeholders and staff are informed and involved in decisions, events and new ventures. They also provide vital professional links between Hub members, encouraging collaboration which strengthens not only the Hub itself but also its members.

Barriers to creating successful communities

- **Logistical issues** within the space, such as natural light, fast wi-fi, convenient opening times, as well as a comfortable temperature and noise levels.
- **Cloud-based issues** are of fundamental importance for online Hub communities, and it is key to have a platform that works, shares information and promotes the community's values. It must be maintained and updated frequently.

Engaging communities online

While it is crucial to connect your community members through events and activities, let's not forget that a large part of social interactions and communication happen digitally. For this reason, invest time to develop your hub's social media channels and a user-friendly website.

- Whether it is a community manager or yourself, allocate time each week and, preferably, each day to update, respond and interact with your community and relevant audience on Facebook, Twitter, Instagram or any other media outlet (choose those which are most relevant and widely used among your target communities).
- Use an easy to find name on social media platforms, preferably the same as your hub's name.
- Begin to share and post relevant content that interests your tenants, stakeholders and staff.
- Include questions in your posts and images – something that would grab the attention of the reader.

This will help you to understand the interests of your hub's community, but also give you new ideas for improving content. If you are promoting an event, encourage your hub members to share it. Most of the content that you post will probably be hub-related, but do not be afraid to address topics that are trending in your city, larger hubs' community, creative industries or promote opportunities to participate in international events, such as the Creative Hubs Network workshops. If you are not a 'digital native,' do not worry. There are abundant resources available to brush up on your community engagement skills.

Creative Dundee:

Creative Dundee has managed to reach new levels of community engagement via digital tools. Here are a few figures revealing their impact:

4,844 Likes

Facebook

10,200 Followers

Twitter

31,000 Plays

Vimeo

315,350 Views

Flickr

1,077 Subscribers

Mailchimp

33 Stories

Storify

2,507 Followers

Instagram

Ace!

Google / Facebook

Analytics

Up to 5k
per event

Facebook

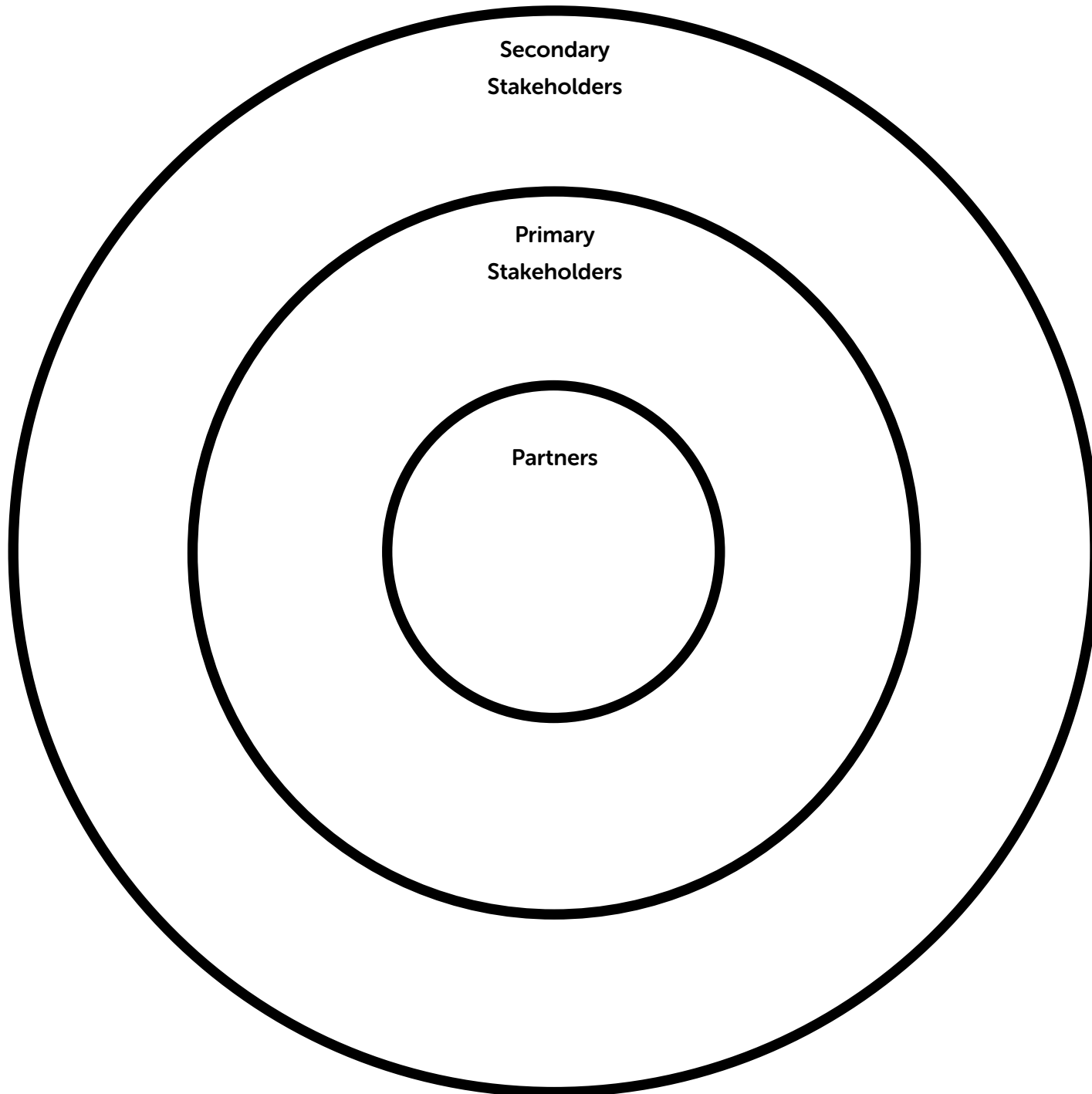
Live Streaming

The key to a successful community is getting the balance right between:

- The community and the individual.
- The mixture of disciplines within the Hub.
- The mixture of ages, genders, and backgrounds.
- Short and long-term members.
- Local and international members.

Activity: Explore your communities

You can use the Stakeholder Map in various contexts to analyse stakeholders i.e. people who come into contact with the Hub. You can use it here to explore the communities in and around the Hub. Use sticky notes to brainstorm **every** community. For example, local schools, art graduates, employment services, local council, networking groups, contractors etc... Don't worry about relevance at the beginning. Then move those which have the greatest potential toward the centre.



3.4 Creating strong connections

Your new Hub exists within a local and national community, and amongst similar organisations across Europe. Building strong connections with stakeholders and other Hub leaders will embed your Hub in this supportive ecosystem.

Local and national networks

Creative Hubs are generally bottom-up initiatives that spring from a local need, therefore staying connected with the local community and local authorities contributes to the success of your Hub.

A few simple steps you can take to start engaging with the local community are:

- Up your social media game.
- Organise a Hub visit for the public - show them what you do.
- Host events (talks, workshops, etc.) open to the public - you can even charge symbolic participation fees.
- Showcase stories from your community of creatives.

A great example on how to engage communities and connect with stakeholders is Creative Dundee's 99 Things to See and Do in Dundee, an entirely crowd-sourced city guide project:

<http://createdundee.com/2017/05/a-brand-new-99-things-to-see-and-do-in-dundee/>

By making your Creative Hub visible and more vocal, you will:

- Put your Hub on the map of the local community.
- Gain legitimacy and credibility in the creative economy sector.
- Benefit from other sources of funding.
- Have access to new partnerships.

International network

International connections can expand the horizons of your Hub. Working cross-border will improve your Hub's visibility and help build a strong track record of experience. It can open doors to new partnership opportunities that can benefit both the growth of the Hub, as well as the development of its community of residents.

To extend your Creative Hub's international impact, you can:

- Join an international network for Creative Hubs:
<http://creativehubs.eu/add-a-hub/>
- Participate in international events, meet people, and ask for their advice (Don't be shy!)
- Partner with similar Hubs to enable your residents to visit each other.
- Connect with other Hubs online - organise live digital sessions for your communities.
- Ask other Hubs and partner organisations to introduce you to international contacts.

Read More:

[Culture for cities and regions:](http://creativehubs.eu/resource/culture-cities-regions/)

<http://creativehubs.eu/resource/culture-cities-regions/>



4. Growing your Creative Hub

Part of starting your Hub is to start thinking about how it might look and feel in a few years, how it might grow, how it might be funded and how you will manage when things get tough.

4.1 Anticipate growth

What will your growth journey look like?

- **Pre-incubation** to prepare the business idea and assess its viability.
- **Incubation** to move from the idea to a viable business model and see the company set up and enter the market.
- **Acceleration** to accelerate the company's growth and development.

This model is inspired by the Factoria Cultural' Innovation Programme by Prof. Dr. Francisco Gonzáles Bree & Prof. Dr. José Antonio Cano.

Think about how your team will develop the competencies they need to lead, innovate continuously. Experts in your field and business mentors will also be key to your Hub's growth. Networking with other entrepreneurs will help you to keep the momentum. How will the Hub grow without fragmentation of personal relationships or losing its values? How will it amplify its offer?

*“Top tips:
Keep refining,
Get feedback,
Collect evidence”*

Judith Tolley -
Centre for Fashion Enterprise

Read More:

[How to be a Creative Hub Superhero toolkit:](http://creativehubs.eu/resource/echn-berlin-toolkit/)

<http://creativehubs.eu/resource/echn-berlin-toolkit/>

4.2 How will you fund the Hub?

Consider how the Hub will be funded at the start and as it grows:

- You, through savings or a loan.
- Family and friends.
- Grants and loans from government agencies or trusts. Many cities and regions invest in cultural and creative businesses as part of their urban development strategies, to improve the quality of life and provide an economic boost. A local business support service will be able to help.
- Angel investors provide capital as well as expertise, contacts and knowledge in exchange for a share of the equity of the business.
- Venture capital for businesses with high growth potential.

Crowdfunding

Crowdfunding is an effective method to fundraise for a specific project but requires careful planning to reach your target.

- **Pick the right project:** one with a clear outcome and the right timing.
- **Set a realistic target:** work out exactly how much money you need to raise and tell backers how you will use their money. Factor in overhead costs, funding rewards and commissions.
- **Prepare your pitch:** include an explanatory video with a pitch that is short and clear.
- **Find the right platform:** you may crowdsource using your own methods or use a crowdfunding platform. Conditions vary so it is worth comparing them.
- **Prepare a thorough marketing plan.**
- **Use your networks:** give your community time to spread word-of-mouth. Invite your followers to pledge and share the campaign through their own networks.
- **Keep your backers engaged:** thank them, update them on the progress.



Read More:

[Culture-specific information on crowdfunding:](http://creativehubs.eu/resource/crowdfunding4culture/)

<http://creativehubs.eu/resource/crowdfunding4culture/>

[Fundraising Authority:](http://www.thefundraisingauthority.com/fundraising-basics/fundraising-plan/)

<http://www.thefundraisingauthority.com/fundraising-basics/fundraising-plan/>

[How to prepare a marketing plan:](https://www.theguardian.com/culture-professionals-network/culture-professionals-blog/2012/jan/12/arts-culture-marketing-plan)

<https://www.theguardian.com/culture-professionals-network/culture-professionals-blog/2012/jan/12/arts-culture-marketing-plan>

Crowdfunding Platforms:

[Kickstarter](https://www.kickstarter.com/)

<https://www.kickstarter.com/>

[Indiegogo](https://www.indiegogo.com/en)

<https://www.indiegogo.com/en>

[GoFundMe](https://uk.gofundme.com)

<https://uk.gofundme.com>

The Creative Europe Programme

Creative Europe is the European Commission's framework programme for support to the cultural and audiovisual sectors with a budget of €1.46 billion to:

- help the cultural and creative sectors seize the opportunities of the digital age and globalisation.
- enable the sectors to reach their economic potential, contributing to sustainable growth, jobs, and social cohesion.
- give Europe's culture and media sectors access to international opportunities, markets, and audiences.



<https://youtu.be/ntqeJDw0LfE>

Read More:

<https://ec.europa.eu/programmes/creative-europe/>

Other EU funding programmes you might find useful:

[Horizon 2020](#)

<http://ec.europa.eu/programmes/horizon2020/>

[Cosme](#)

https://ec.europa.eu/growth/smes/cosme_en

4.3 When things don't go as planned

We hope that working through this toolkit and reading the wealth of additional materials it links to will have helped you strengthen the plans for your new Hub. Thriving organisations don't succeed because they have had an easy ride, but because they are equipped to deal with the difficulties. These activities are designed to help you think about your strengths and challenges. You can do these on your own, and also as a group to gauge the diversity of skills within your team.

Activity: What are your strengths and challenges?

The creatives who attended the first creative hubs workshop in Madrid shared their perceived strengths and challenges. They are presented on the next page. To help you think through your own Hub, take a large sheet of paper and divide it in half with strengths on one side and challenges on the other. Cut up the sheet with the challenges and place them on one side or the other.

Use the barrier card on the next page to explore your perceived weaknesses before you start brainstorming solutions.

Fundraising	Networking/connecting	Flexibility	Managing funding
Answering a need or needs	Peer-support	Lack of time	Partnerships (structure)
Visibility	Understanding the community	Motivating the community	Education & training
Networking	Tech "savvy-ness"	Mentors and mentoring	Engaging partners
Patience	Working cross-sectorally	Finalising things	Location
Passion/obsession	Getting acknowledgement	Ethics	Ability to empower
Using space efficiently	Honesty	Diversity	Lack of expertise
Team	Openness & positivity	Dealing with competitors	Diligence
Uniqueness	Attracting residents	Demand for services	Urban impact
Dealing with government and authorities	Community space	Social impact	Understanding and support
Ability to attract funding	Trust	Open to ask questions (not assuming)	Visibility
Knowing where to get free stuff	Promote gender balance	Liking what they're doing/ having fun	Ensure accessibility
Equipment	Expanding expertise	Influence policy-makers	

What is the challenge or weakness you perceive? Be as specific as possible and describe in detail. Think about specific moments in time, behaviours, interactions...

What does it look like? Can you sketch this barrier?

Objects What is involved? Think of things like space, location, technology, rules...

People Who plays a part?

Dialogue What is being said?

Implications What effect does that barrier have? Think short-term and long-term, measurable or not.

Conclusion

You have reached the end of the training on How to Set Up a Creative Hub, and we hope that the resources, knowledge and ideas have been helpful.

Through this toolkit, you have gained an initial understanding of the Creative Hubs ecosystem, touching on different processes to set-up and run a Creative Hub.

To keep growing your hub, we recommend for you to continue training beyond this toolkit. You can find helpful resources in Further Reading sections in each chapter, and you can seek peer-to-peer guidance and mentoring in the community of Creative Hubs.

Reflective Learning

Part of being a successful creative leader is the ability to reflect meaningfully on past lessons, and to set achievable goals for the future. To complete this toolkit, we recommend you answer the questions in this reflective activity.

Three things I learned during this course

1. _____
2. _____
3. _____

One key message I will share with colleagues

Three actions I will take in the future

- I will _____
- I will _____
- I will _____

One thing which I was reminded of during this course

One thing which surprised me during this course

One action I will take tomorrow

Tomorrow I will _____

- To achieve this I will need _____
- To achieve this I will need _____
- To achieve this I will need _____

Credits

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