



FORGING FUTURE READY HUBS CIRCULAR PRACTICE, PLACE BASED DESIGN, AND INCLUSIVE COMMUNITY BUILDING

Knowledge Toolkit

D2.15 Produce a HUB meetups conference themed toolkit YEAR 2

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www.creativehubs.eu

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Introduction

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A. WHY THIS FIELDBOOK NOW

Creative hubs across Europe sit at the intersection of culture, economy and civic life. They convene makers and neighbours, host learning and experimentation, and convert underused spaces into shared assets.

After several meet ups and exchanges, the community asked for something concrete that translates conversations into repeatable action.

BauTopia 3 in Timisoara provided the perfect frame by putting the spotlight on hub managers as professional place makers and by structuring the program around peer led exchanges and themed breakouts. These included green practices and hubs, place making with urbanism and architecture, and social inclusion through artists as civic actors.

This fieldbook turns those strands into methods a small team can run within a quarter.

A second foundation is the work that went into the Circular Fashion Business Toolkit within the S4Fashion project. That toolkit was built so trainers could help small and medium fashion brands adopt circular practice through modular sessions, scenarios and simple metrics. It emphasised a train the trainer model, workshop ready materials and a light evidence habit that any team can maintain. By translating that approach to the broader reality of creative hubs, we keep the focus on practical capability, clear roles and measurable progress. (<https://creativehubs.net/article.php?id=106>)

S4Fashion's mapping and programme design also surfaced two important lessons. First, capacity building works best when it is coupled to pilot activity and vendor engagement, not only classroom learning. Second, a shared baseline and a few durable indicators enable honest iteration and help partners see value. Both insights shape how this fieldbook presents tools, data habits and the suggested ninety day pathway.

What this fieldbook is

A concise set of methods, ready to run and easy to adapt
--

A bridge between breakout discussions and day to day work

A way to build shared language, evidence and momentum

What this fieldbook is not

A theory primer or academic review

A compliance manual

A one size fits all recipe

Guiding principles

Start from assets that already exist in your place and community
--

Choose light methods that fit small teams and mixed skills
--

Make change visible through simple metrics and shared reflection
--

Credit sources and open your own learning to peers
--

B. HOW TO USE THIS TOOLKIT

Structure and navigation

Each chapter mirrors the BauTopia 3 strands. Every chapter has two sub chapters. The first explores the theme. The second is the Toolkit with step by step activities. Read end to end or jump straight to the tools.

How each tool is presented

Use when:	situations that call for this method
Time:	preparation and delivery window
People:	suggested roles and group size
Materials:	what to prepare and print
Steps:	numbered instructions that are easy to follow
Outputs:	tangible artefacts you will produce
Metric:	a single measure to track progress
Tips:	facilitation hints and common pitfalls
Adaptations:	ways to scale up or down

To aid scanning, each tool opens with a short intent sentence, followed by a summary line listing time, people, materials, outputs and one metric.

Ways to run the toolkit

Single strand sprint:	focus on one chapter for four to six weeks
Balanced cycle:	run one starter tool from each chapter in parallel
Deep dive:	sequence two or three tools within a chapter to reach a structural change such as a policy, charter or pilot service

Team and roles

Hub lead:	sets intent, removes blockers, signs off decisions
Facilitator:	runs sessions and keeps momentum
Community liaison:	handles outreach, access and care
Operations:	manages logistics, procurement and data

Documentation and sharing

Keep a lightweight project log with photos, checklists, decisions and metrics. Publish quick notes to your community at key milestones. Credit originating projects where noted. Share your adapted templates and learning with the European Creative Hubs Network. If possible, release materials with a Creative Commons Attribution licence.

Key terms

Hub:	an organisation that convenes creative activity and community, often in a shared space
Circular practice:	reducing waste and emissions by extending the life of materials, tools and spaces while shifting procurement and behaviours
Train the Trainer:	an approach that equips local facilitators to deliver modules to others
Place making:	collaborative actions that strengthen identity, legibility and care for a site and its surroundings
Tactical prototype:	a reversible, low cost intervention that tests a place improvement in real conditions
Social inclusion:	practices that remove barriers to access and participation and value different forms of knowledge
Stewardship:	ongoing care for shared assets, formal or informal
Walkshop:	a structured walk that uses observation to surface issues and opportunities
Canvas:	a one page template used to guide group work and record decisions
Baseline:	a simple snapshot of current state used for comparison
Metric:	a measure that tracks progress. Use one per tool and keep it easy to collect
Outcome:	the change that matters for people or place, beyond immediate outputs

Accessibility note

Use large type for canvases and high contrast print. Provide options for quiet participation and remote contribution. Offer childcare or time credit where feasible. Translate invitations into the languages most used locally and include clear contact details for support.

C. WHAT YOU WILL ACHIEVE IN 90 DAYS

Weeks 1 to 2: orient and baseline

Run three starters

Circular Quick Scan for Hubs

Place DNA Canvas

Community Lens Map

Outputs

One page circular baseline with three quick wins

One sentence identity statement for your place

Inclusion goals that name underrepresented groups

Decision

Select one priority from each strand for prototyping

Weeks 3 to 6: prototype and learn

Deliver one tool per strand

Circular: Event Sustainability Protocol or Train the Trainer Sprint

Place: Walkshop and Use Pattern Audit, then a small Tactical Prototype

Inclusion: Invitation Design and Outreach Plan, then a care and safeguarding check

Outputs

Supplier code and event checklists

Annotated maps, a two week physical prototype and before or after observations

An outreach pack and a short care charter

Metrics

Waste per attendee and low carbon travel share

Dwell time change and navigation success for first time visitors

Response rates by group and participant comfort

Weeks 7 to 10: embed capability

Deliver Train the Trainer for your chosen circular module

Launch one of the following

Tenant Green Lease Addendum

Place Governance Charter with neighbours and the municipality

Artist as Civic Partner Residency with open studios

Outputs

Trainer slides and notes

A signed policy or charter, or a residency plan and call

Metrics

Number of people trained and confidence gain

Tenants or partners committed

Co created proposals emerging from the residency

Weeks 11 to 12: reflect and scale

Complete the Impact Ledger and the Inclusion Impact Dashboard

Decide your next cycle

Continue a pilot toward a business model

Expand the prototype area or programme it seasonally

Seed a stewardship microgrant for resident led follow ups

Outputs

One page dashboard, short reflection note, next cycle plan

Chapter 1.

Circular Hubs in Practice

Chapter 1. Circular Hubs in Practice

1.1 Exploring circular practice in creative hubs

1.2 The Toolkit: methods for circular operations and programming

- Circular Quick Scan for Hubs
- Event Sustainability Protocol
- Train the Trainer Sprint
- Impact Ledger

1.1 CIRCULAR PRACTICE IN CREATIVE HUBS: FROM PRINCIPLE TO WORKFLOW

1.1.1 Why circularity belongs in hub management

Creative hubs are engines of culture and enterprise. They are also operational systems that use energy and water, procure goods and services, host events, move people and materials, and manage digital content. Circular practice is the discipline of reducing waste and emissions while extending the useful life of spaces, equipment and materials. In a hub context it improves resilience, lowers costs over time, and demonstrates the futures we advocate to our communities and funders. At BauTopia 3 this was framed not as a specialist add on but as part of the craft of hub making, the daily work of managers and producers who shape place and programme. Bautopia

1.1.2 What we learned from building the S4Fashion toolkit

Producing the S4Fashion Circular Fashion Business Toolkit offered a close view of how teams change practice. Three features stood out. First, train the trainer turns a few motivated people into a local teaching resource, which is essential for small organisations. Second, modular content built around common scenarios lowers preparation time and invites adaptation. Third, simple measurement creates a feedback loop that sustains momentum without overburdening staff. Although the original audience was fashion SMEs, the underlying mechanics travel well to hubs, where producers and operations staff need ready made sessions, vendor briefs and short debrief rituals. This chapter borrows that logic, then broadens its scope to buildings, events, makerspaces and tenants. S4Fashion+1Creativehubs

1.1.3 The hub as a circular system

Think of the hub as an interconnected set of flows. Building operations govern energy, water, maintenance and fit outs. Events and public programmes generate temporary infrastructures, from catering and signage to power, badges and rentals. Makerspaces and studios bring in materials, produce offcuts and rely on shared equipment. Tenants and members introduce patterns of use and procurement that extend beyond the hub's direct control. Mobility and logistics determine how people and goods arrive and depart. Digital practice affects storage, streaming and device life cycles. The aim is not perfection in every domain but coherent progress that reduces the most material impacts while improving the experience for users.

1.1.4 Roles and governance that fit small teams

Hubs rarely have dedicated sustainability departments. Progress comes from a compact arrangement of roles that can sit inside existing job titles. A sponsor or hub lead sets intent and removes blockers. An operations lead translates intentions into checklists, vendor briefs and room layouts. A trainer builds capability through short sessions and rehearsal. A data steward keeps a light log so decisions rest on evidence. Community champions among tenants or members co own pilots and keep solutions real. The goal is a working cadence, not a new bureaucracy.

1.1.5 Baselines, metrics and learning loops

Begin with the data you already have. Two invoices, one waste contract email and a headcount are enough to sketch a first baseline. Choose one meaningful metric per domain rather than a long catalogue that no one will maintain. Record method and source so others can repeat the measure. Agree a short monthly review and act on what the numbers show. This is a pragmatic application of what S4Fashion used across pilots and workshops: small indicators, repeated often, with clear owners and next steps. Creativehubs

1.1.6 A pathway for maturity

Most hubs start at an ad hoc stage where actions are isolated and undocumented. Quick wins consolidate reusables, basic vendor codes and a simple baseline. Policies then standardise the work through event protocols, circular procurement criteria and a green lease addendum. Services emerge when repair, refurbishment or material brokerage become part of what the hub offers. Neighbourhood loops follow when partners and municipalities share assets, stewardship and metrics. Move up the pathway by proving value at each step, not by announcing a destination.

1.1.7 Equity, safety and care

Circularity must widen access and dignity. Prioritise repair skills and fair labour. Address accessibility in fit outs and event design. Use safer materials, and get consent for any data you collect. Follow local rules on waste storage, chemical handling and food safety. When circular choices lower costs or improve comfort, pass those gains to users who face the most barriers.

1.1.8 Links across the toolkit

Circular practice strengthens the other strands of this publication. Place based work benefits from reversible prototypes and light materials, while inclusion advances when events are affordable, spaces are healthier and residents co design reuse and repair activities. Plan for these links so that the same effort yields multiple forms of value. BauTopia 3's emphasis on hub managers as place makers supports this integrated view. Bautopia

1.2 THE TOOLKIT: METHODS FOR CIRCULAR OPERATIONS AND PROGRAMMING

This section remains structured as practical tools you can run immediately. The four tools align with the workflow described in 1.1 and with the train the trainer approach proven in S4Fashion. S4FashionCreativehubs

Time

preparation 1 hour,
workshop 2 hours,
synthesis 2 hours.

People

sponsor or hub lead,
operations lead,
data steward,
two community champions.

Materials

floor plan or sketch,
recent utility data,
waste contract notes,
recent attendance,
a scoring sheet.

Tool 1. Circular Quick Scan for Hubs

Use when you are starting, rebooting or preparing a funding case.

Steps

1. Map flows across building operations, events, makerspace, tenants and mobility.
2. Collect a snapshot of numbers you already have, label estimates.
3. Score current practice using a 1 to 5 rubric.
4. Name three quick wins and one structural change for the next 90 days.
5. Assign owners and publish a one page baseline.

Outputs baseline with scores, quick wins and the structural change.

Metric share of domains with real data. Target 80 percent within 90 days.

Tips

Keep estimates conservative and photograph the wall. Adaptations run by building zone in large sites, then merge.

Tool 2. Event Sustainability Protocol

Use when you plan a season or a major gathering.

Steps

1. Set policy: reusables first, rentals where viable, minimal print with digital schedules.
2. Onboard vendors with a simple code that includes menu, packaging and take back.
3. Design travel nudges and provide secure bike parking.
4. Prepare the site with staffed waste stations, refill points and clear accessible routes.
5. Measure attendance, waste by stream and a short exit sample on travel modes.
6. Debrief, update preferred vendors and log numbers to the Impact Ledger.

Outputs

two checklists, a supplier code and a one page event report.

Metrics

waste per attendee, low carbon arrival share, supplier compliance rate.

Tips

Use deposits for returns and place waste stations where people pause.

Adaptations add shade and water outdoors, carry a portable signage kit when touring.

Time

design 3 hours,
vendor onboarding 2 hours,
per event checks 1 hour
before and after.

People

operations lead,
programme producer,
vendor liaison,
one volunteer per 30 attendees.

Materials

pre and post event checklists,
supplier code,
signage pack,
measurement sheets,
reusable inventory list.

Time

design half a day,
delivery one day
or two online sessions.

People

two internal trainers,
10 to 16 participants,
one producer for logistics.

Materials

slides,
facilitator notes,
printable exercises,
a sample event scenario,
short case stories,
feedback form.

Learning outcomes

participants can audit a small event,
write a vendor brief,
choose one metric
and run a quick improvement cycle.

Tool 3. Train the Trainer Sprint

Use when you need to scale circular literacy quickly.

Steps

1. Define modules that cover circular basics for hubs, the event protocol and the Impact Ledger.
2. Localise with your vendors, building constraints and audience needs.
3. Microteach to rehearse and tune timings.
4. Deliver with short inputs and group work on a real scenario.
5. Assess confidence before and after, add a short practical task.
6. Follow up with two drop in surgeries in the next month.

Outputs

module pack, trainer notes, a roster of new facilitators with first delivery dates.

Metrics

average confidence gain, sessions delivered in 90 days, supplier compliance improvements where applied.

Tips

Pair trainers and invite one supplier to Q and A.
Adaptations lighter version for volunteers, translations with site photos.

Tool 4. Impact Ledger

Use when you want a simple way to track change across a quarter.

Steps

1. Select three KPIs that fit your focus.
2. Define the rule for each metric so others can repeat it.
3. Create a log with date, value, source and owner.
4. Add a monthly review to your team meeting.
5. Publish a snapshot and carry targets forward.

Suggested KPIs

energy per square metre, waste per attendee and diversion share, circular spend share, hours of repair, people trained with confidence gain.

Outputs

a one page dashboard and a running log in your wiki or shared drive.

Metric completion rate of monthly entries and number of decisions that cite the ledger.

Tips

record who collected each data point and improve precision over time.

Adaptations embed fields in your project tool or keep one visible printed sheet for very small teams.

Time

set up 2 hours,
monthly updates 30 minutes.

People

data steward,
operations lead,
one programmes representative.

Chapter 1 wrap up

Begin with the Quick Scan to agree a baseline. Apply the Event Sustainability Protocol to the next gathering and capture real numbers. Run a Train the Trainer Sprint to spread capability. Maintain an Impact Ledger so your next decisions are anchored in evidence. This sequence fits within the first ninety days and prepares the ground for the place making and inclusion work that follows, echoing BauTopia 3's integrated view of the hub manager's craft.

Chapter 2.

Place Making with Urbanism and Architecture

Chapter 2. Place Making with Urbanism and Architecture

2.1 Exploring place based identity and spatial strategies

2.2 The Toolkit: methods for place making, prototyping, and governance

- Place DNA Canvas
- Walkshop and Use Pattern Audit
- Tactical Prototype Kit
- Place Governance Charter

2.1 PLACE MAKING IN CREATIVE HUBS: READING, SHAPING, AND STEWARDING PLACE

2.1.1 Why place making is core to hub management

Creative hubs are not only buildings filled with activity. They are anchors in a local fabric of streets, thresholds, courtyards, and everyday routines. When a hub treats place making as part of management practice, identity becomes legible, movement becomes easier, and neighbors feel the space belongs to them as well. Place work also improves programme outcomes. A clearer frontage and better wayfinding increase attendance. Comfortable micro spaces lengthen dwell time. Shared stewardship reduces conflict and maintenance cost. This chapter argues for a practical lens. Read the place as it is, prototype an improvement in real conditions, measure what changes, then agree how to care for it over time.

2.1.2 How to read place

Begin with a quiet audit before you change anything. Walk the immediate streets at different hours and days. Notice how people approach and how they turn away. Look for edges and transitions, especially the seam between public space and the hub's interior. Ask where the first welcome really happens. Observe microclimate. Sun, shade, wind, noise, and glare decide whether people linger or leave. Map sightlines and cues. From fifty metres, what do visitors see, hear, and smell. From ten metres, what confirms that they have arrived. From one metre, what tells them what to do next. Pay attention to thresholds. The height of a step, the weight of a door, the contrast of a sign, and the availability of a seat are small details that carry large meaning for access and dignity. Finally, listen for stories. Collect the names, rituals, and frictions that locals already attach to the site. These narratives are the raw material for identity and programming.

2.1.3 The inside outside seam

Many hubs live or die at the seam. A lively interior hidden behind confusing glazing will underperform. A generous threshold with seating, planting, and light will work as an antechamber that draws people in and lets them decompress on the way out. Think in layers. The street announces the hub with a simple beacon. The frontage offers a readable invitation that says open, inclusive, and safe. The entrance solves the first practical needs such as shelter, orientation, and ticketing. The ground floor plan gives one clear line of sight to a point of human help. Every layer should be reversible enough to adapt across seasons and events. Reversible materials and fixtures reduce risk, shorten installation time, and make it easier to learn by doing.

2.1.4 Partners and governance

Place is shared. Even the smallest intervention depends on owners, tenants, neighbors, and the municipality. Productive governance begins with a transparent map of who has responsibility for what, for example lighting, cleaning, planting, seating, bicycle parking, and security. Move the conversation from complaint to co ownership. Agree simple routines that everyone can keep, such as a monthly litter clear, a seasonal repaint, a shared planting day, or a quarterly check of wayfinding. Write these routines down, keep them visible, and assign named contacts. In time this modest governance will support larger improvements such as changes to crossings, kerbs, and public furniture.

2.1.5 Evidence and outcomes

Place quality can and should be measured with light methods. Count how many people stop in front of the hub for more than thirty seconds. Sample how long first time visitors take to find the main room unaided. Note the number of conflicting movements where cyclists, delivery drivers, and pedestrians compete for the same space. Track the number of barriers removed, from a step at the entrance to a lack of contrast on a sign. Revisit the same counts after a prototype. Agree one or two indicators that matter most to your goals. Put them in a monthly rhythm so evidence drives decisions rather than opinion.

2.1.6 Equity by design

Place making is also care work. Design with access, safety, and comfort as shared commitments. Apply a universal design mindset to thresholds, signage, acoustics, and seating. Plan for quiet participation as well as spectacle. State a care and safeguarding contact in public view. Include the community in decisions, especially those whose access has been constrained. When comfort improves and costs go down, pass those gains to users who face the biggest barriers, for example by offering free seating zones, free water, and clear non commercial resting spots.

2.1.7 Seasons, climate, and repair

A hub's exterior rooms are seasonal. Shade and misting in summer, wind breaks and warm light in winter, drainage and non slip surfaces in rain. Programmes can follow this rhythm. Use mornings for learning and care, evenings for social energy, and shoulder seasons for prototyping with students and residents. Build repair into place work. Keep a simple maintenance list with owners and dates. Choose fixtures that can be taken apart, cleaned, and reused. This makes stewardship visible and affordable, and it connects directly to the circular practice in Chapter 1.

2.1.8 Linking the strands

Circular materials make tactical changes safer and cheaper. Inclusion grows when approach routes are readable, thresholds are dignified, and outdoor rooms invite people to stay on their own terms. Plan for these links so that improvements in one strand benefit the others. This integrated habit is the core of future ready hub management.

2.2 THE TOOLKIT: METHODS FOR PLACE MAKING, PROTOTYPING, AND GOVERNANCE

Each tool is designed for small teams and short cycles. As in Chapter 1, you will see a clear pattern: use when, time, people, materials, steps, outputs, metrics, tips, and adaptations. Where a canvas is mentioned, follow the layout style you established for Chapter 1.

Tool 1. Place DNA Canvas

Use when

You are starting a hub, repositioning a site, or aligning partners before public works.

Time

Preparation 2 hours, fieldwork 1 half day, workshop 2 hours, synthesis 2 hours.

People

Hub lead or producer, one facilitator, two community participants, one designer or architect if available.

Materials

Large base map or print of the block, tracing paper, markers, sticky notes, a simple canvas with sections for stories, assets, challenges, rituals, five traits, and an identity statement.

Steps

1. Collect place stories through short interviews and desk research. Aim for voices from tenants, neighbors, delivery workers, and visitors.
2. Map assets and challenges on the base map. Include approach routes, edges, microclimate, noise, lighting, and points of conflict.
3. Identify five traits that feel true and distinctive. Keep them short and concrete.
4. Draft a one sentence identity statement that a stranger could understand.
5. Test the statement with three people who did not attend. Revise once.
6. Agree one immediate implication for programming, one for signage and wayfinding, and one for stewarding the exterior.

Outputs

A completed canvas with five traits, an identity statement, and a short implications note.

Metric

Stakeholder alignment score. After the workshop, ask participants and three outsiders if the statement feels accurate and useful. Target at least seventy percent yes.

Tips

Do not let adjectives dominate. Prefer traits that point to action, for example shady corner seats rather than welcoming. Photograph the map layers before you clear the table.

Adaptations

Run a mini version with only the five traits and the identity sentence if time is tight. For complex sites, split the map into three micro areas and fill one canvas for each.

Tool 2. Walkshop and Use Pattern Audit

Steps

1. Define two short routes that include approach and exit, and a loop within the frontage and ground floor.
2. Decide what to count. Typical items are people stopping for more than thirty seconds, conflicts between flows, and navigation queries.
3. Run the walkshop at morning, midday, and evening, and if possible once after dark.
4. Annotate maps as you go. Mark barriers, cues, and comfort notes. Avoid capturing faces in photos unless you have consent.
5. Debrief on the same day. Prioritise three issues that recur.
6. Share a one page summary with partners. Name one issue to prototype in the next step.

Outputs

Annotated route maps, a short issue list with priorities, and a one page summary.

Metrics

Counts per hour for stops and conflicts, number of navigation queries, number of barriers tagged for removal.

Tips

Keep each walk to ninety minutes. Rotate roles so everyone observes and everyone annotates. Bring water and seating for participants who need it.

Adaptations

If staff capacity is limited, recruit design students or local volunteers and brief them well. For indoor only hubs, focus on entrance, foyer, and first decision point.

Use when

You need to understand how people move, pause, and get confused, before you design an intervention.

Time

Planning 1 hour, two to three walkshop sessions of 60 to 90 minutes across different times, debrief 1 hour, synthesis 2 hours.

People

Facilitator, two note takers or observers, one operations or security colleague, one community participant per walk.

Materials

Printed route maps, clipboards, pens, stopwatch or phone timer, tally sheets for movements and pauses, consent signs if you photograph, high visibility vests if required.

Use when

You want to test a small improvement in real conditions before you invest in permanent works.

Time

Co design 2 hours,
permissions 1 to 2 weeks in parallel,
installation half a day,
live test 1 to 2 weeks,
evaluation 2 hours.

People

Producer or facilitator,
operations lead,
a maker or technician,
one municipal or landlord contact,
two community participants.

Materials

Temporary fixtures such as tape,
cones, modular planters or benches,
simple beacons or banners,
removable wayfinding,
shade cloth or umbrellas,
battery lights,
measurement sheets.

Tool 3. Tactical Prototype Kit**Steps**

1. Select one priority from the workshop, for example lack of shade, poor legibility, or a conflict at the door.
2. Co design a reversible fix that can be installed quickly and removed without damage.
3. Confirm safety and permissions with owners and the municipality where needed.
4. Install and sign the prototype clearly, including a feedback contact.
5. Measure before and after using the same counts defined in the audit. Add a short exit interview for visitors who interacted with the prototype.
6. Decide keep, improve, or retire. Record learning and next steps.

Outputs

Prototype plan, installation record, and an evaluation note with numbers and quotes.

Metrics

Change in dwell time, change in navigation success, reduction in conflict incidents, number of positive comments received.

Tips

Design for care. If a planter needs watering, name who will do it and when. If seating attracts litter, add a bin and plan for emptying. One visible contact point reduces complaints.

Adaptations

Bundle two micro prototypes in the same period. For example combine shade and seating, or seating and a small beacon. For children and elders, include play and leaning options.

Tool 4. Place Governance Charter

Steps

1. Map who owns and who maintains each element in the shared area, including lighting, planting, seating, bins, bicycle parking, signage, paint, and seasonal decor.
2. Agree a purpose that everyone can support in one sentence.
3. Draft routines that fit real capacity, for example weekly litter check, monthly fix walk, seasonal planting, annual repaint, and a named contact list.
4. Set a communication habit, such as a shared chat and a quarterly check in.
5. Define simple escalation for issues that need authority action, with named contacts and expected timelines.
6. Sign the charter and publish it in a place where staff and neighbors can find it. Review after three months and then annually.

Outputs

A signed charter, a role matrix, and a shared calendar of routines.

Metrics

Adherence to routines, average time to resolve issues, number of partners actively participating.

Tips

Keep the first version light so it can start quickly. Celebrate small wins in public. Invite new partners to sign on once the habit is visible.

Adaptations

For large sites, write zone charters that roll up into a simple umbrella statement. For temporary hubs, keep the charter to a single page and focus on two or three routines that matter.

Use when

You need shared routines and responsibilities across neighbors, tenants, and public authorities.

Time

Preparation 2 hours, two workshops of 90 minutes, drafting 2 hours, sign off 2 to 4 weeks depending on partners.

People

Hub lead, operations lead, a municipal contact, two tenant or neighbor representatives, optional legal or property advisor.

Materials

Stakeholder and responsibility map, simple charter template with sections for purpose, area covered, roles, routines, communications, escalation, and review dates.

Chapter 2 wrap up

Place making begins with patient observation and ends with shared care. Use the Place DNA Canvas to align identity and implications. Audit movement and comfort with a walkshop, then prototype one change in the open and measure what happens. Convert one success into a governance habit so it lasts. This cycle is small enough for a team to run in a month, yet powerful enough to change how a hub is seen and used. It also sets up Chapter 3 by making approaches, thresholds, and outdoor rooms more inclusive, and it continues Chapter 1 by using reversible materials and repairable fixtures that keep costs and impact low.

Chapter 3.

Social Inclusion and Community Building

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3.1 Exploring the artist as civic actor and the hub as social connector

3.2 The Toolkit: methods for inclusive engagement and stewardship

- Community Lens Map
- Invitation Design and Outreach Plan
- Care and Safeguarding Charter
- Inclusion Impact Dashboard

3.1 INCLUSION IN CREATIVE HUBS: PEOPLE, POWER AND SHARED STEWARDSHIP

3.1.1 Why inclusion is core to hub management

Creative hubs succeed when people who live, work and pass through the neighbourhood can see themselves in the space and its programme. Inclusion is not a side project. It is the daily practice of widening access, inviting different forms of knowledge and building trust over time. When inclusion improves, so do outcomes. Participation grows, projects last longer and conflict falls. Costs can also decrease when care routines are shared and when decisions are informed by those who use the space most.

3.1.2 The artist as civic actor

Artists and cultural producers hold methods for listening, making and reframing that help communities rethink how spaces are used. Treat artists as civic partners, not only as guests or service providers. Create situations where artists co design with residents, traders, youth groups and care workers. Value process alongside product. A short residence in a market arcade, a series of doorstep conversations, a co written map of rituals and routes. These are practical ways to surface local intelligence and to open up decision making.

3.1.3 Map absences as well as presences

Most outreach begins with lists of partners already known to the hub. Start instead by asking who is not in the room. Absence can come from cost, language, schedule, access needs, safety concerns, childcare, or previous negative experiences. Map these absences and the reasons behind them. This will guide invitation design, event timing, compensation and the physical adjustments that make participation dignified.

3.1.4 Care, safety and consent

Inclusion depends on care. Name a safeguarding contact in public view. Offer quiet participation alongside spectacle. Publish a short consent policy that covers photography, audio and story use. State how care responsibilities are shared when external partners co host an activity. Keep records simple and respectful.

3.1.5 Evidence and outcomes

Measure what matters to people. Count new participants and repeat attendance. Track participation by groups you aimed to reach. Record co created outputs and proposals adopted. Collect short stories that show change. Publish a one page snapshot after each season so that partners can see progress and contribute improvements.

3.1.6 Compensation and reciprocity

Pay people for time that generates value for the hub or for partners. Offer travel costs, childcare and food where possible. When budgets are small, reciprocity can also mean space credits, material access or publicity that participants find meaningful. Be transparent about what you can and cannot offer.

3.1.7 Access and language

Accessibility is both physical and social. Review approach routes, thresholds, signage, acoustics and toilets. Provide information in the languages most used locally and in plain language. Make sure first time visitors can arrive, orient and participate without stress.

3.1.8 Linking the strands

Inclusion thrives when place is readable and comfortable and when circular practice keeps costs and impacts low. A readable approach route invites first time visitors. Repair and reuse sessions become social anchors. Microgrants for resident led ideas become stewardship. Plan so that actions in one strand help the others.

3.2 THE TOOLKIT: METHODS FOR INCLUSIVE ENGAGEMENT AND STEWARDSHIP

Each tool follows the same structure as earlier chapters. Use when, time, people, materials, steps, outputs, metrics, tips and adaptations. Where a canvas is mentioned, you can request printable canvases or editable slides in the same style as Chapters 1 and 2.

Tool 1. Community Lens Map

Use when

You want to understand who is not yet participating and set clear inclusion goals.

Time

Preparation 2 hours.
Workshop 2 hours.
Synthesis 2 hours.

People

Facilitator,
hub lead or producer,
one community liaison,
two partners who know
the neighbourhood well.

Materials

A base map of the neighbourhood,
sticky notes,
pens,
a simple canvas with four lenses for
geography, identity, interest and need.

Steps

1. List current participants by group and activity. Mark who attends often and who rarely attends.
2. For each lens list groups that are not present. For example people who work night shifts, elders who avoid stairs, migrant households who speak specific languages, families that rely on cash.
3. Identify reasons for absence. Use lived reasons not guesses. Cost, timing, transport, childcare, language, trust, previous exclusion.
4. Set two or three inclusion goals for the next season. Name the group, the activity and the practical change that would enable participation.
5. Agree evidence for each goal. A number of new participants from a group, a percentage of repeat attendance, or a specific co created output.

Outputs

A completed lens map with absence reasons and three inclusion goals with evidence statements.

Metrics

Number of goals met by the end of the season. Representation shift relative to the starting point.

Tips

Protect against tokenism by involving partners who can speak for themselves. If you cannot pay for participation in the workshop, keep the session short and provide food and travel.

Adaptations

For small teams run a desk based version using past registration data and street interviews. For larger hubs run one map per district and merge.

Tool 2. Invitation Design and Outreach Plan

Steps

1. Co write the invitation with a person from each target group. Use plain language. State what will happen, who it is for, what it costs, what care is provided and how to get support.
2. Choose channels that match the group. Community radio, school circulars, places of worship, markets, WhatsApp groups, door to door flyers, local newspapers and noticeboards. Do not rely on a single channel.
3. Remove practical barriers. Offer free tickets or pay what you can. Provide childcare or a children welcome policy. Cover travel costs when possible.
4. Add access details. Step free routes, lift location, quiet room, captions or interpretation, contact for support.
5. Pilot the invitation with three people from the target group. Fix what is unclear.
6. Plan outreach roles and dates. Include partners who already have trust with the group.

Use when

You are preparing a season or a specific activity and want invitations that lower barriers.

Outputs

Final invitation text in two or more formats, a short outreach plan with roles and deadlines, a list of confirmed partner channels.

Metrics

Response rates by group and by channel, attendance conversion rate, share of first time visitors who say the invitation felt clear and welcoming.

Tips

Images and words carry signals. Avoid stock imagery that excludes. Name the community partners up front to build trust. Ensure a real person answers the support contact.

Adaptations

For digital first outreach add a short video invitation with captions. For neighbourhood first programmes lean on print, radio and in person invitations.

Tool 3. Care and Safeguarding Charter

Use when

You want shared norms for safe, dignified participation across staff, partners and participants.

Time

Draft 2 hours.
Workshop 90 minutes.
Finalise and brief 2 hours.

People

Hub lead,
safeguarding lead or community liaison,
programme producer,
two community partners.
Legal input if your organisation requires it.

Materials

A charter template
with sections for principles,
care offers,
consent,
photography and documentation,
reporting and response,
contacts,
and review dates.

Steps

1. Review what already exists in your organisation or municipality. Avoid duplicating.
2. Draft a short set of principles in plain language. Respect, consent, access, non discrimination, and specific commitments relevant to your context.
3. Define care offers you will try to maintain. Quiet room, water, gender inclusive toilets, prayer or reflection space, seating choices, childcare options, travel reimbursement where possible.
4. Write a simple consent policy. State how you will ask, store and use images and stories. Include a no questions asked opt out.
5. Set a clear reporting and response path. Name people, contacts and timelines.
6. Test the draft with partners and two participants from target groups.
7. Publish the charter in the space and online. Brief all staff and regular collaborators. Re brief at the start of each season.

Outputs

A public one page charter, a longer internal note with procedures, and a briefing checklist.

Metrics

Participant comfort rating in post event checks, incident rate, time to respond to issues, percentage of staff briefed each season.

Tips

Keep language human. Place the charter where people actually look. Celebrate when the charter helps solve a problem.

Adaptations

For small hubs combine the charter with house rules. For large sites add annexes for specific spaces such as makerspaces or music rooms.

Tool 4. Inclusion Impact Dashboard

Steps

1. Choose four indicators for the season. Suggested set below.
2. Define the rule for each. How to count, who collects, where it is stored.
3. Add a simple monthly rhythm. Collect numbers in the same week each month.
4. Run a short exit sample after one event per month. Aim for ten to twenty responses.
5. Host a one hour review at the end of the season. Decide what to stop, start and scale.

Suggested indicators

New participants from target groups identified in the Community Lens Map.

Repeat attendance by target groups.

Co created outputs or proposals adopted by partners.

Short story harvest that evidences change, for example two stories per month that show outcomes the numbers cannot.

Outputs

A one page dashboard, a small set of consented stories, and a short reflection note with three decisions for the next season.

Metrics

Trend for all four indicators relative to the baseline. Completion rate of monthly entries. Attendance conversion from invitations sent.

Tips

Keep questions short and friendly. If language is a barrier use icons and two or three spoken questions instead of forms. Always provide a non digital option.

Adaptations

For small teams, track two indicators and one story per month. For large hubs create a dashboard per programme and roll up to a simple summary.

Use when

You need a simple way to track inclusion over a season and make decisions based on evidence.

Time

Set up 2 hours.
Monthly updates 30 minutes.
End of season reflection 1 hour.

People

Data steward,
programme producer,
community liaison.
Volunteers can help with exit samples.

Materials

A shared spreadsheet or simple database,
a short exit survey script,
consented story collection prompts,
guidance for tallying attendance and repeat visits.

Chapter 3 wrap up

Inclusion is the practice of making a hub genuinely shared. Start with the Community Lens Map to identify absences and set goals. Design invitations that lower barriers and use partner channels with trust. Adopt a Care and Safeguarding Charter so norms are clear and dignified. Track change with a compact Inclusion Impact Dashboard and share what you learn. This cycle works in one season and sets up longer partnerships, stewardship and resident led activity. It also benefits from Chapters 1 and 2 where circular choices and place improvements make participation easier, safer and more welcoming. If you want printable canvases or editable slides for the four tools in this chapter, say the word and I will produce them in the same style.

Worksheets and Canvases.

Using the Canvases

The following pages contain the practical canvases that support each tool in this toolkit. If you are working with a printed version, you can cut these pages out and use them directly in workshops. If you are working with a digital version, you can easily print the canvases as many times as you need.

They are designed to be reusable working sheets. Feel free to adapt, annotate, and duplicate them for different groups and sessions.

Circular Quick Scan for Hubs Canvas

Use when	Time	People
Starting, rebooting, or funding prep	1h prep + 2h workshop + 2h synthesis	Hub lead, Ops lead, Data steward, 2 champions
Materials	Outputs	Metric
Site sketch, 2 months of invoices, waste contract notes, attendance counts	One-page baseline with 3 wins + 1 structural change	% of domains with real data (target 80% in 90 days)

Flow map

Sketch inputs/outputs/pain points across building ops, events, makerspace, tenants, mobility.

Data snapshot

Use best figures; mark estimates.

Energy (2 months)	Water (2 months)	Waste by stream	Top 5 spend categories	Recent attendance	Travel mode sample

Practice score

Rate each domain; note current practice.

Domain	1 Ad hoc	3 Emerging	5 Integrated	Score 1-5
Building ops				
Events				
Makerspace				
Tenants				
Mobility				
Digital				

Priorities this quarter

Three quick wins and one structural change.

Owners & dates

Action	Owner	Date

Run order	Pitfall	Tip	Log here
Map flows → Score practice → Select wins/structural change	Chasing perfect data delays action	Label estimates; improve precision later	Impact Ledger

Event Sustainability Protocol Canvas

Use when	Time	People
Planning a season or a major gathering	3h design + 2h vendor onboarding + 1h checks	Ops lead, Producer, Vendor liaison (plus 1 volunteer per 75 attendees)
Materials	Outputs	Metric
Pre & post event checklists, supplier code, signage pack, measurement sheets, reusable inventory	Two checklists + supplier code + one-page event report	Waste per attendee; % low-carbon arrivals; supplier compliance

Policy checklist

Reusables first Prefer rentals No giveaways Digital schedule (minimal print)

Vendor onboarding

Vendor	Required practices	Preferred practices	Notes

Travel plan

Directions, group transport, secure bike parking, incentives.

Site preparation

Waste stations, signage, refills, accessible routes and seating.

Waste by stream

Stream	Weight/vol	Notes

Arrival modes sample

Mode	Count	Share %

Post-event debrief

What worked, what to improve, vendor list updates, next actions.

Run order	Pitfall	Tip	Log here
Set policy → Onboard vendors → Measure & log	Checklist without vendor buy-in	Issue clear supplier code and check compliance	Impact Ledger

Confidence check

Record pre and post averages; attach short task if needed.

Follow-up plan

Schedule two surgeries; owners and dates.

Run order	Pitfall	Tip	Log here
Define modules → Deliver sprint → Schedule delivery dates	Abstract content without local examples	Localise scenarios and vendors	Impact Ledger

Place DNA Canvas Canvas

Use when	Time	People
Starting/repositioning a hub's identity in place	2h prep + half-day fieldwork + 2h workshop	Hub lead/producer, facilitator, 2 community participants, designer/architect optional
Materials	Outputs	Metric
Base map, tracing paper, markers, sticky notes	Five traits + identity sentence + three implications	Stakeholder alignment score $\geq 70\%$

Place stories

Short quotes and observations.

Assets & challenges map

Routes, edges, microclimate, noise, lighting, conflict points.

Five traits

Keep short and concrete (1–5).

Identity statement

One sentence a stranger can understand.

Implications

One each: programme; wayfinding; stewardship.

Alignment check

Test group	Accurate? (Y/N)	What feels true	What to adjust

Notes

Run order	Pitfall	Tip	Log here
Gather stories → Define traits → Draft identity	Adjectives without action	Phrase traits so they imply choices	Place Governance Charter

Walkshop and Use Pattern Audit Canvas

Use when	Time	People
Understanding how people move, pause, and get confused	3 × 60–90m walks across day/evening + 1h debrief	Facilitator, 2 observers, Ops/Security, 1–2 community participants
Materials	Outputs	Metric
Printed route maps, clipboards, tally sheets, timer, consent signage	Annotated maps + three priority issues	Counts per hour: stops, conflicts, navigation queries

Route plan A

Map, start/end points, timings.

Route plan B

Map, start/end points, timings.

Tally sheet

Location/time window	Stops >30s	Conflicts observed	Navigation queries

Barriers to access

Steps, heavy doors, glare, acoustics, missing contrast, signage.

Photos & consent notes

Avoid faces unless consent obtained; store files with timestamps.

Debrief notes

Top three issues that recur.

Priority issues

Priority issue	Owner	Target date	Status

Run order	Pitfall	Tip	Log here
Define routes → Observe & tally → Debrief issues	Walks that run too long	Cap at 90 minutes; rotate roles	Impact Ledger

Tactical Prototype Kit Canvas

Use when	Time	People
Testing small reversible improvements in real conditions	2h co-design + 0.5 day install + 1–2 weeks test + 2h evaluation	Producer/facilitator, Ops lead, maker/technician, municipal/landlord contact, 2 community participants
Materials	Outputs	Metric
Tape, cones, modular benches/planters, removable way-finding, shade cloth, battery lights	Prototype plan + installation record + evaluation note	Change in dwell time; navigation success; conflict reduction

Problem statement

Describe the issue selected from the walkshop.

Concept sketch

Draw/paste the reversible fix.

Installation plan

Steps, materials, tools, timing.

Safety & permissions

Requirement	Contact	Status

Measurement plan

Counts and timing (dwell, navigation, conflicts).

Feedback collection

Exit questions; storage of comments.

Maintenance & deinstall

Who waters, cleans, checks, removes; frequency.

Evaluation & next steps

Keep, improve or retire; budget and roles.

Notes

Run order	Pitfall	Tip	Log here
Co-design → Install & test → Measure & decide	No owner for care routines	Assign watering/cleaning explicitly	Impact Ledger

Place Governance Charter Canvas

Use when	Time	People
Organising shared routines and responsibilities	2 × 90m workshops + 2h drafting; 2–4 weeks for sign-off	Hub lead, Ops lead, municipal contact, tenant/neighbor reps, legal/advisor optional
Materials	Outputs	Metric
Responsibility map, charter template	Signed charter + role matrix + shared calendar	Adherence to routines; average time to resolve issues

Purpose

One sentence everyone can support.

Roles & responsibility matrix

Element	Owner	Maintainer	Backup	Notes	Contacts

Routines schedule

Routine	Weekly	Monthly	Seasonal	Annual

Communications habit

Shared chat/noticeboard; quarterly check-in.

Escalation path

Authority actions; contacts; timelines.

Review dates

First review after 3 months; then annually.

Signatures

Partner names and dates.

Run order	Pitfall	Tip	Log here
Map roles → Draft routines → Sign & publish	Over-engineered first version	Start light; iterate	Charter file

Community Lens Map Canvas

Use when	Time	People
Setting inclusion goals and evidence rules	2h prep + 2h workshop + 2h synthesis	Facilitator, hub lead, community liaison, 2 partner reps
Materials	Outputs	Metric
Base map, lens canvas, sticky notes	Three inclusion goals with evidence statements	Representation shift relative to baseline

Base map

Mark approach routes, landmarks, key partners.

Four lenses

Geography	Identity	Interest	Need

Absence reasons

Cost, timing, access, language, trust, previous exclusion.

Evidence rules

How each goal will be measured.

Inclusion goals

Goal	Group	Activity	Evidence	Owner	Date

Notes

Run order	Pitfall	Tip	Log here
List participants → Map absences → Set 3 goals	Tokenistic representation	Invite lived voices; compensate where possible	Inclusion Dashboard

Invitation Design & Outreach Plan Canvas

Use when	Time	People
Preparing a new season or activity	3h design + 2–3 weeks outreach	Producer, community liaison, reps from target groups, translator as needed
Materials	Outputs	Metric
Draft invitation text, style guide, channel list incl. non-digital routes	Final invitation set + outreach calendar + partner channel list	Response rate by group; attendance conversion

Draft invitation text

Plain language; who it's for; cost; care; support contact.

Access & care checklist

Step-free routes; lift; quiet room; captions/interpretation; childcare; travel.

Channel plan

Channel	Audience fit	Owner	Date

Partner confirmations

Channels and times agreed.

Outreach roles & schedule

Role	Task	Due date	Status

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Pilot & feedback

Test with 3 people from target groups; fixes.

Response tracking

Channel	Invites sent	Responses	Attended

Run order	Pitfall	Tip	Log here
Co-write → Choose channels → Launch	Over-reliance on digital channels	Mix print, radio, in-person, and partner routes	Inclusion Dashboard

Care & Safeguarding Charter Canvas

Use when	Time	People
Setting shared norms for safe, dignified participation	2h draft + 90m workshop + briefings	Hub lead, safeguarding/community liaison, producer, 2 community partners
Materials	Outputs	Metric
Charter template, reporting contacts, consent policy	Public one-page charter + internal procedures + briefing checklist	Participant comfort rating; incident rate; % staff briefed

Principles

Respect, consent, access, non-discrimination, local specifics.

Care offers

Quiet room, water, toilets, reflection space, childcare, travel.

Consent policy

Ask, store, use; no-questions opt-out.

Reporting & response path

Contacts, timelines, escalation.

Partner roles

Partner	Role	Contact	Notes

Briefing checklist

Who is briefed; when; how.

Display locations

Where the charter is visible on site and online.

Review dates

Seasonal review rhythm.

Sign-off

Names and dates.

Run order	Pitfall	Tip	Log here
Draft → Test with partners → Publish & brief	Legalistic jargon	Keep human language; translate as needed	Charter file

End of season decisions

Stop, start, scale.

Run order	Pitfall	Tip	Log here
Define 4 indicators → Log monthly → Review & act	Too many numbers; no stories	Cap at 4 indicators + 1 story/month	Inclusion Dashboard

