

D.2.1.2 Framework for installing entrepreneur hubs in deprived neighborhoods

PP2 and PP3 will develop a framework for installing entrepreneur hubs, in co-creation with the NEETs. The framework entails different modules, mainly on practicalities. It offers a range of possible set-ups based on international good practices and needs and demands from the target group. Examples of modules: approach to location and infrastructure; approach to internal collaboration (combination of group and individual work); approach to frequency of activities; collaboration with partners.

INTRODUCTION

This document is an internal working document. It provides guidance for SPEED You UP colleagues working on the building of an entrepreneur hub. In any case, the approach will not have to be defined in a uniform way at European level, but adapted to the specificities of each city.

Why this document?

- To get a common and clear understanding of how to install an entrepreneur hub, with the different modules to manage it.

How to use this document?

- The document consists of different modules. Depending on what you are looking for, you can read all of them or only some of them.

What does this document contain?

- The first part consists of a short introduction on hubs.
- The second part clarifies the different steps in order to build an entrepreneur hub.



Illustration: Pikisuperstar

PART 1: WHAT IS AN ENTREPRENEUR HUB?

HUB: the central or main part of something where there is most activity (Cambridge dictionary).

ENTREPRENEURSHIP: skill in starting new businesses, especially when this involves seeing new opportunities (Cambridge dictionary).

- A pleasant and welcoming place to share moments, organize meetings, events or conferences;
- A place to share experiences for the development of the respective companies and for support;
- A place with practical services in order to lighten the daily routine: assistant, administrative and - financial manager, adviser and lawyer, selected and pooled partners.

In France, the number of registered hubs has doubled in three years (from nearly 800 in 2016 to more than 1,500 in 2019, half of which are coworking areas) and has been growing rapidly since 2010. Today, hubs are a relevant response to the needs expressed by the self-employed for the sharing of physical and collective work space. Most of the users are individual entrepreneurs.

Each hub is a local laboratory which experiments in fact on the fields of activity, employment, entrepreneurship, creation or learning through a common place. The temptation is great to refer to what we know in terms of models, typologies or portage: one end of the hub resembles the business incubator, the other the social center next door, and yet another, the once famous village café. There is therefore no standard model, no possibility of copying and pasting what exists elsewhere at home, but a multitude of experiences can inspire you.

Often reflecting the local economic dynamics, the hub also reveals the social dimension of the worker in his personal discomfort and/or his relationship to work. The hub makes it possible to testing solutions in a different way through partnership experiences, a relationship with its users, iterative processes, another way of understanding the right balance between "work" and "personal aspirations". As bearers of a vision of the world, the hub invites to a change of representations traditional aspects of our company.

What is an entrepreneurship hub?

A hub in the entrepreneurial sense is a kind of greenhouse for start-ups. In this protected environment, teams with innovative business ideas can be consulted and trained. Hubs are contact points for entrepreneurially thinking and acting people, in which they share, network and mutually benefit from one another.

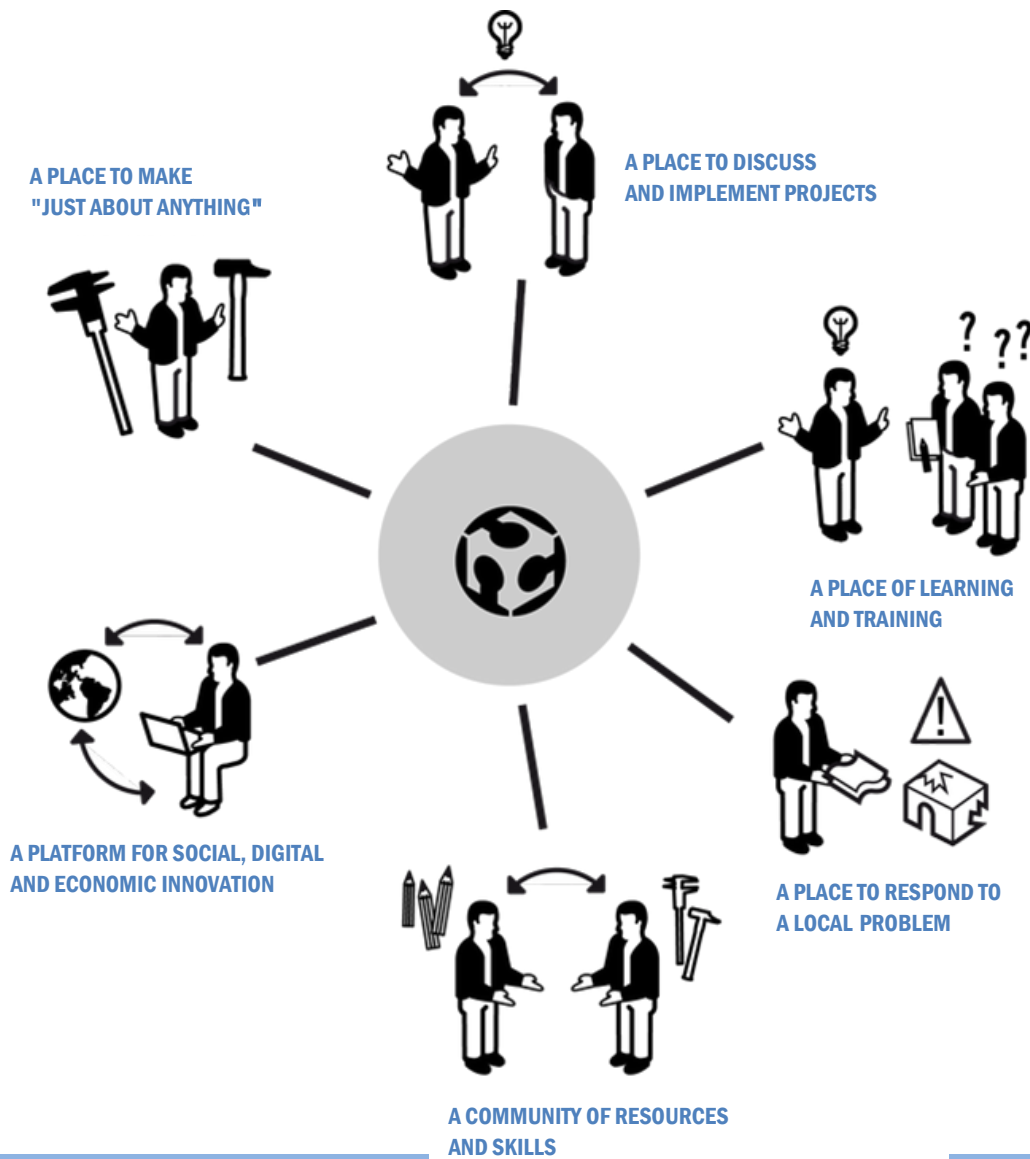
The Entrepreneurship Hubs will provide a working environment offering not only consulting services, but also workshops, networking meetings and events. Creative ideas can be promoted, supported and enriched by the environment in this place.

We wanted to present a look at the process of creating a hub. This proposed itinerary is the result of feedback from experiences and collected knowledge. The pooling and cross-checking of this data has made it possible to divide the life of a hub into five phases. This course is designed to provide development alternatives for each hub design stage, from priming to anchoring local and community animation.

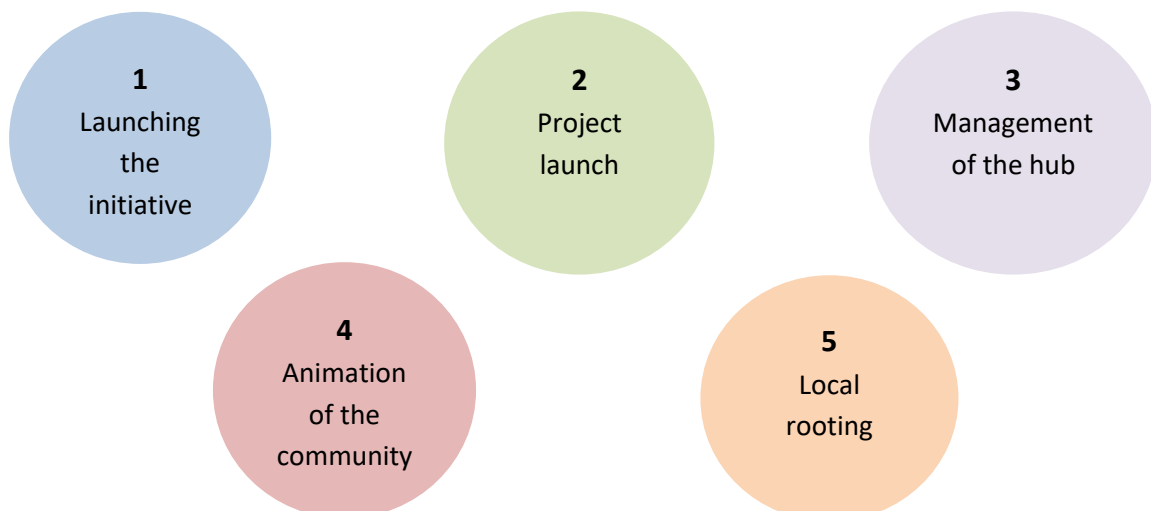
The key stages are punctuated by reflections illustrating the drifts, the pitfalls, the specific practices and the fundamental principles that are at the heart of the project. Around the collective creation of a hub. This is not an instruction manual but a panorama of possibilities.

Some tips in order to set up a hub:

- A hub is not decreed. This is first and foremost the people who attend it and animate it. The content is much more important than the container. Find a building and organize of the work is simple, but it is completely secondary in the creation of a hub. Avoid leave alone with a building in mind.
- Carry out an action-research study which will aim to identify the precise needs and quickly include them in a collective reflection.
- Use participatory and inclusive methods so that future users can design solutions.
- Take a trip to the land of hubs: see, visit, meet, and make the concept your own much more quickly and efficiently.



PART 2: THE MODULES



1 – LAUNCHING OF THE INITIATIVE

Where

Rural Territory: structuring and proximity hub

These kinds of hubs are structuring spaces. They play on customer loyalty to revitalize rural areas and create links and activity.

Peri-urban territory: proximity hub

The local or peri-urban hub location is a space that responds directly to the need to open up of large cities and the decrease in the flow of commuting between home and work, to limit the movement of peripheral workers to the cities.

Urban territory: metropolitan hub

Metropolitan or urban hub can be thematised by sector of activity, they are in perpetual movement, flow, coming and going. They represent a sustainable, collective and smart alternative to land pressure.

The choice of a type of hub allows the definition of the influence of a hub. The greater the specialisation, the more the public is targeted, but the greater the geographical influence.

For SYU, most of the partners are situated in urban territories. The theme of the hub will be entrepreneurship and will address the issue of youth unemployment. The idea is to propose a hub on a particular theme and aimed at a specific audience (NEET).

Be careful, however, not to set the wrong objective in favouring the establishment of hub in neighbourhoods in difficulty: if hub allows creativity and innovation, we should not expect a direct response to economic and employment problems. Above all, they generate positive externalities which will have a positive impact on the neighbourhoods, but will not create jobs in themselves.

Portage

The portage depends on the status of the partner. In the case of Amiens for instance, the partner is a public authority that build the hub on his own initiative, while consulting local youth actors. The portage can be private, by a private company or a collective/association, mixed, by associating the local authority, associations and private individuals, or public.

To be sure to make the best choice, it is important to exchange with the various local actors (town hall, region, department, chamber of commerce, house of associations, shopkeepers' association, residents' association, artists, companies, schools, etc.) and see what's more appropriate.

This will depend on the local implementation of the project by the partners. This can be done by the partner alone, or the collaboration of several local actors (associations, local authorities, training centre...). It also depends on the resources of the partners. Is there a necessity of mutualisation of needs to create this place? To create a dynamic hub, knowing how to surround yourself with partners can be a real asset.

The legal status

Legal status is fundamental at the time of creation. Indeed, depending on the status, the project will not necessarily be able to claim the same financial or structuring aid. A change in status may occur, but the conditions can sometimes be cumbersome. The status also depends on the state of mind you wish to install in your space. It can be a company under private law, a cooperative, an association, a local authority.

The sources of funding

In order for the hub location to be sustainable over time and financially autonomous, it is important to choose the right sources of income. The hub as an organized structure has a particular economic system. Like any structure, its financing can be based on three potential pillars: income from its own activities, public funds and private donations. The hub deploys its activity by relying on these three pillars in parallel.

If the offer of services makes it possible to generate its own income, public funds can intervene in several ways. Either they finance the supporting structure of the hub in its setting up of the infrastructure, or they finance certain activities or services proposed by the hub. These two approaches have limits, particularly in relation to the segmentation of the activity. Public funds can also be requested in the case of project financing or co-financing, when the project is initiated by the hub and its partners and then submitted to the public authorities or when the hub responds to a call for tenders.

Private donations complement the potential financing of the hub by supporting organizations or by financial aid from relatives. Donations can also be of a material nature, in particular by providing furniture, tools or machines. Finally, participatory financing platforms are regularly solicited for the start-up or development phases.

For SYU, there can be no income from project activities. The rule is a free access to youngsters and local partners. The entrepreneurial hub is financed directly by the Interreg 2 seas programme if you have envisaged its creation in the application form. There may be other public funding from local and governmental authorities, as well as private donations. The hub can also offer rooms for rent to local companies as another way to generate revenue.

Role of public actors

The role of the local authority is not to finance the place as such, but the initiatives of the community that invests the hub (citizen projects, pooling of resources, creation of activities, etc.). Within the framework of the city's policy, the services deployed in hubs are particularly suited to providing support to associations. Local authorities must see in the hubs, the future enterprises of the territory that will create use value and direct and indirect employment. In other words, the solution to these problems is not the place, but its occupants.

The primary role of local authorities is to co-finance emerging actions in hubs, which can range from simple experimentation to the large-scale deployment of solutions, on the formal condition that these are documented in order to comply with the issues of general interest. The financing of hubs by local authorities is an excellent practical case for initiating changes in the way of thinking and organizing services of general interest through public governance.

In the best case scenario, local authorities play an important role in the financing and development of the hub. They can commit themselves by activation of services and networks (transversal and decompartmentalized communication), provision of premises, launch support (digital policy, innovation, SSE, sustainable development), ad hoc support (events, partnerships...), management and animation of the place.

2 - PROJECT LAUNCH

The public

This collective is usually composed of individuals who are unable to express themselves fully within a traditional organizational structure. The hub provides a framework for action to reconfigure a system of values that no longer seems functional to them. Individuals come together around a problem. They take ownership of it, seek and produce solutions. Anyone can join this collective because there is no barrier to entry but a collective awareness that encourages a common approach.

In our case the entrepreneur hub will be oriented to NEETs. They can participate in the creation process of the hub but it is not necessary. Integrating them into the process can allow them to be more sustainably involved in the project. They will be able to feel responsible for the project and their company.

Other audiences will gravitate around the hub. In the framework of the business project, local actors, companies and non-NEET entrepreneurs will be able to share the space with the target audience. The strength of the hub lies in the mixed nature of its audiences.

For example in Amiens, the hub is geared towards young people in general. Several young people's audiences are therefore mixed (students, NEETs, young professionals, entrepreneurs...).

The theme of the hub

Having a theme allows you to reach a concrete and identified target, and to perfectly meet their expectations while organizing coherent communication and programming. However, be careful not to close in on yourself or on a theme that is too defined: this could limit the diversity of encounters, which is the strength of the hub. However, we must be careful not to be culturally out of step with the public.

The theme for SYU is entrepreneurship. But the hub can be larger than this thematic, as it's the case in Amiens. It can be a place oriented to youngsters in general, to social inclusion (as in a social center), or to employment. It depends on the partner and the objectives of its structure. As the youth department of the city Amiens created a youngster oriented hub, which is going to be used as the entrepreneur hub as well.

The type of hub

A hub can take on several types of configurations. They can take the form of shared workspaces, shared workshops, fablab (manufacturing laboratory) and host hybrid services such as meeting rooms, shared

gardens, shared shops, cafés, grocery shops, resource centers, cultural mediation spaces and many others.

It can be a place of activity and services, in the case of co-working spaces, collaborative spaces or associative cafés. In this context, the hub encourages demobility and offers an alternative to working alone.

It can be a place of craftsmanship, offering access to a fablab, a solidarity garage, a shared shop, a shared workshop or a repair café. The idea here is to develop the “do it yourself” and know-how.

It can be an educational space, which proposes to work on pedagogical innovation. To be a place that connects the educational world and the business market.

The goals of the SYU project are to offer solutions to the problems of youngster dropping out of schools and youth unemployment. In this case the entrepreneur hub can mix all the different type we see above. In the first place it will obviously be a place that connects the educational world and the business market. It will also offers collaborative spaces to allow youngsters, companies and the local community to work together to find sustainable solutions. A fablab can be really useful to help youngsters to create their own products.

The place

The land question is one of the thorniest for planned hubs. Local actors can be approached for help in this area, but hubs have often been designed to "fill in" land in transition. Faced with a real need for sedentarisation and the popularization of the model, there are more and more "suitable" places to correspond to it:

- Premises already programmed (offices or fitted out workshops)
- Transformed places (houses, shops, cafés, etc.)
- Reclaimed places (cinema, industrial wasteland, universities, public spaces...)
- Places that have become shared (railway station, post offices, etc.)

The choice of a location is a decisive step. The physical space carries a history, brings its constraints, its imperfections, its unforeseen atmospheres, its local ecosystem, etc. It conditions many aspects of the project, including of course: the amount of work. The conditions for buying or renting this space have a real impact on the project and must be negotiated precisely.

To negotiate a commercial lease, you need to allow for between 2 and 4 months and make provision for: agency fees if you go through an agency, bailiff's fees for the inventory of fixtures and sometimes financial guarantees (required by some owners). The provision of a place by an institution or an owner in "partnership" mode can be an interesting opportunity. To be studied on a case-by-case basis.

The layout

Once again, there is no firm answer to this question; it depends on your idea of your hub location. Don't forget also that your space benefits from being modular. Here are a few recurring and essential

layout ideas according to the users: workstations (closed offices/open space), collective living space, creation space, isolairs, and relaxation area.

The equipment

There are mandatory equipment requirements, which follow current standards: fire extinguishers, first aid kit, and disabled access. There is also some basic equipment: offices, internet connection, coffee machine, meeting room shared kitchen. It is important to ensure a secure and stable Internet access. Then second necessity equipment: screens, printer, video projector, 3D printer.

How to get to the space?

It is also important that your space can be easily accessible, or close to a relay station. The most commonly used means of transport are: car / motorbike, cycling, walking, train, bus / tramway / subway. Therefore, it can be interesting to have nearby: a car park (bicycle, scooter...), a bicycle garage.

3 – MANAGEMENT OF THE HUB

The management of the hub is important for the public to feel comfortable there. It must be done in such a way that the space is a place of well-being, inspiration and social innovation.

The management of the hub can be done by a single person specially employed for this purpose. She can thus meet the people present, listen to their needs and desires and respond to their requests, and contribute to their well-being on a daily basis by ensuring that the space is always functional and pleasant (storage, current supplies, internet, plants...).

She can also set up new services (in-house grocery shop, drinks, etc.) in response to demand from certain groups. She can also welcome outside visitors and show them around the space. The management of the hub needs to set rules of accessibility (free, with the facilitators, in groups...), and time slot.

Flexibility is an important asset in hubs; but care must also be taken to find a balance between professional and personal life. For this, we have two very popular models: access from 9am to 6pm, with reception service, and 24/7 access with connected badges or locks. However, it is advisable to always have at least one person in charge of the reception, as this is an essential task to reflect the spirit of the third place and to guarantee its success, as the human dimension is of prime importance.

Space planning and logistics management are also to be taken into account in the management of the hub. It is necessary to ensure the smooth running of all the equipment made available to the public, to manage the space's stocks, and to ensure and develop relations with suppliers.

For instance in Amiens, a physical reception is provided by civic services (youngsters between 15 and 25 years old) who also take care of restocking the water fountain and the coffee machine in the hub. A youth association is also present on the premises to answer young people's questions in various fields (studies, housing, training, etc.). Finally, the Amiens for Youth team manages the planning of the hub and meeting room.

4 – ANIMATION OF HUB

The life of the place is an essential task to ensure. Very often, one person is in charge of the coordination/animation of the space: the hub facilitator. There is no shortage of ideas for animating a shared space: afterwork, co-lunch, workshops, exchange of practices, conferences, events. It's up to you to find your own formula, in your own image, to liven up your place. It can be really useful to have an online schedule, and one on site, so everyone can have access to it.

You are looking to create emulation in your space and encourage collaboration between users. You are going to develop the network of intra and extra muros users.

Of course there will be entrepreneurial events for NEETs youngsters as they are the target group. But these animations can also be open to other audiences and it is important that there are not only animations on this theme.

We are convinced that the animations proposed must be very diversified and not confined to the priority target. Indeed, new collaborative practices in general, and hubs in particular, are concepts that are still unknown to a majority of the population, and yet are likely to meet many expectations.

This is why it is relevant to organize events with a wide range of targets, allowing local economic players and associations to take part in order to increase the reputation of your shared workspace and to offer the place as a potential reception point for nearby players. This will mobilize the different types of actors, thus encouraging the use of the space and its appropriation by its current and future users and the emergence of collaborative practices.

The idea is to provoke the "snowball effect" by making the shared workspace known to its potential users, by arousing curiosity, by inviting as many people as possible to "push the door", in a more or less formal framework, to mobilize users in the enhancement of their space.

5 – LOCAL ROOTING OF THE NETWORK

Each hub is an ecosystem within an ecosystem. Adopting this approach is essential for a good understanding of the functioning of a hub. The development of a hub is similar to the work of irrigating the land; care must be taken to ensure the harmonious circulation of the different flows.

The partners of a hub are multiple and depend both on the type of hub and the local fabric. The objective is simple: to develop as many sustainable links as possible with all the partners aligned with the project. The flows must be clear, reciprocal and benevolent.

There are several types of partners, here is a non-exhaustive list:

- institutional (town hall, department, region, chamber of commerce)
- premises (association house, company house)
- cultural and local (shopkeepers' association, cultural associations, residents' associations)
- artistic (artists' collectives, galleries)
- professionals (business clubs, entrepreneurial networks)
- educational (schools, universities, research centres)

The aim is to create the links and counterparts that are useful and value-generating for the communities in the hub AND the partner. Partnership contracts should be written carefully, they should be easily understood by everyone. An annual review with each partner is often useful to develop the relationship.

To develop this links with the different members of the local community the hub has to set participate to the local life. It can be collective actions with local associations and companies, awareness-raising and mediation with the neighbors, or agreements with companies, local authorities and universities. The notion of co-construction is very important in the hub.

Another way to root is to cooperate with others hubs, by disseminating information from others hubs, sharing experience and exchanging good practices with them.

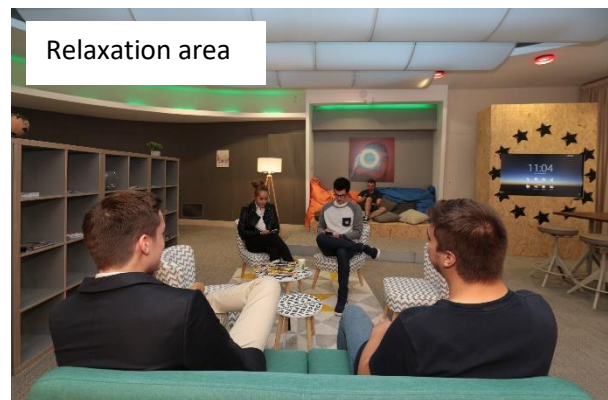
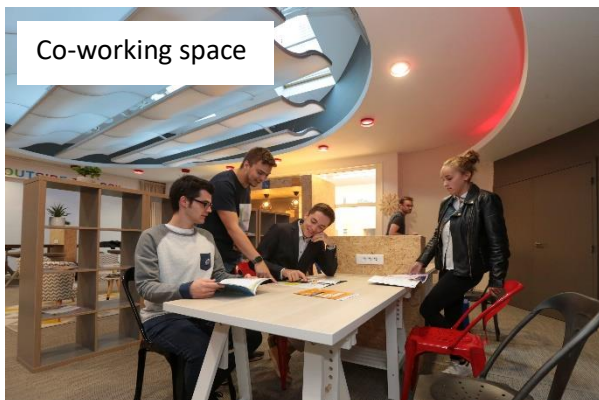
Because the idea of the hub is to respond to the uses of a community, it is part of a territory. It is therefore necessary to know what the needs are in this territory, to list what exists, to know the associative fabric, the population. To dissect the list of associations that exist on its territory is a good starting point, as much for obtaining a photograph of the landscape as for anticipating possible exchanges.

THE EXAMPLE OF AMIENS FOR YOUTH HUB



A reception is managed by young volunteers. Behind them is the Haut de France Regional Youth Information Centre (CRIJ), which is an association providing information on all subjects of concern to young people. The Amiens For Youth mission has its offices on the first floor and is available for any questions relating to the "Amiens, European Youth Capital 2020" project.

There is a co-working space, equipped with free wifi, where young people can work on their projects individually or in groups. Also, a meeting room and meeting spaces are available upon reservation. This place is regularly animated by events in connection with our partners.



The hub consists of three parts. The creativity area, equipped with a wall on which it is possible to draw, a touch screen with internet access. The co-working space, consisting of a table with integrated sockets. And the relaxation area, equipped with a sofa and bean bags, a coffee machine and a water fountain. A screen is also available if you need a projection screen, with projector loan.

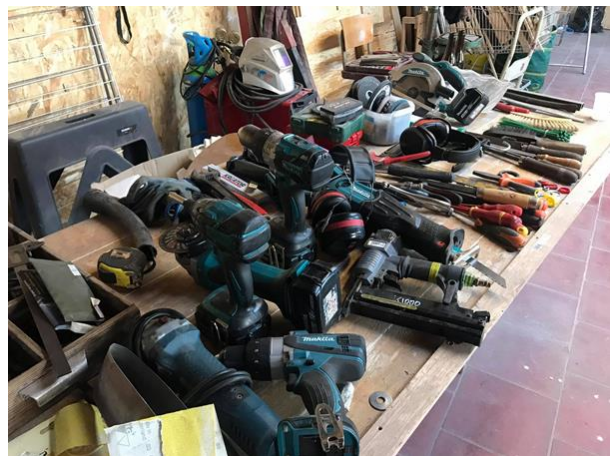


THE EXAMPLE OF OSTEND ENTREPRENEUR HUB





Co-working space
HARD : Wood, metal,
plastic..



Co-working space GARDEN:



