

CREADIS3 TOOLKIT

A GUIDE TO SUSTAINABLE
AND SMART SPECIALISATION
CREATIVE DISTRICTS



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1. CREADIS3 Framework

“CREADIS3: THE SMART SPECIALISATION CREATIVE DISTRICTS PROJECT is helping to align European territorial public policy agendas to achieve innovative development of Creative Culture Industries, contributing to a better and resilience economy.”

CREADIS3 Objective

The main objective of Smart Specialisation Creative Districts/CREADIS3 is to align territorial public policy agendas to support the development of more efficient Cultural and Creative Industry CCI policies in territories, aiming to generate innovation and economic development in European regions. It is declined in 6 sub-objectives along 2 priority themes: Improving institutional governance and Boosting CCIs contribution to regional development.

A Creative District, in this sense, is defined as an “ecosystem that generates collaboration across public authorities and industrial stakeholders in order to foster the development of culture and creative industries as well as innovation according to its RIS3.”

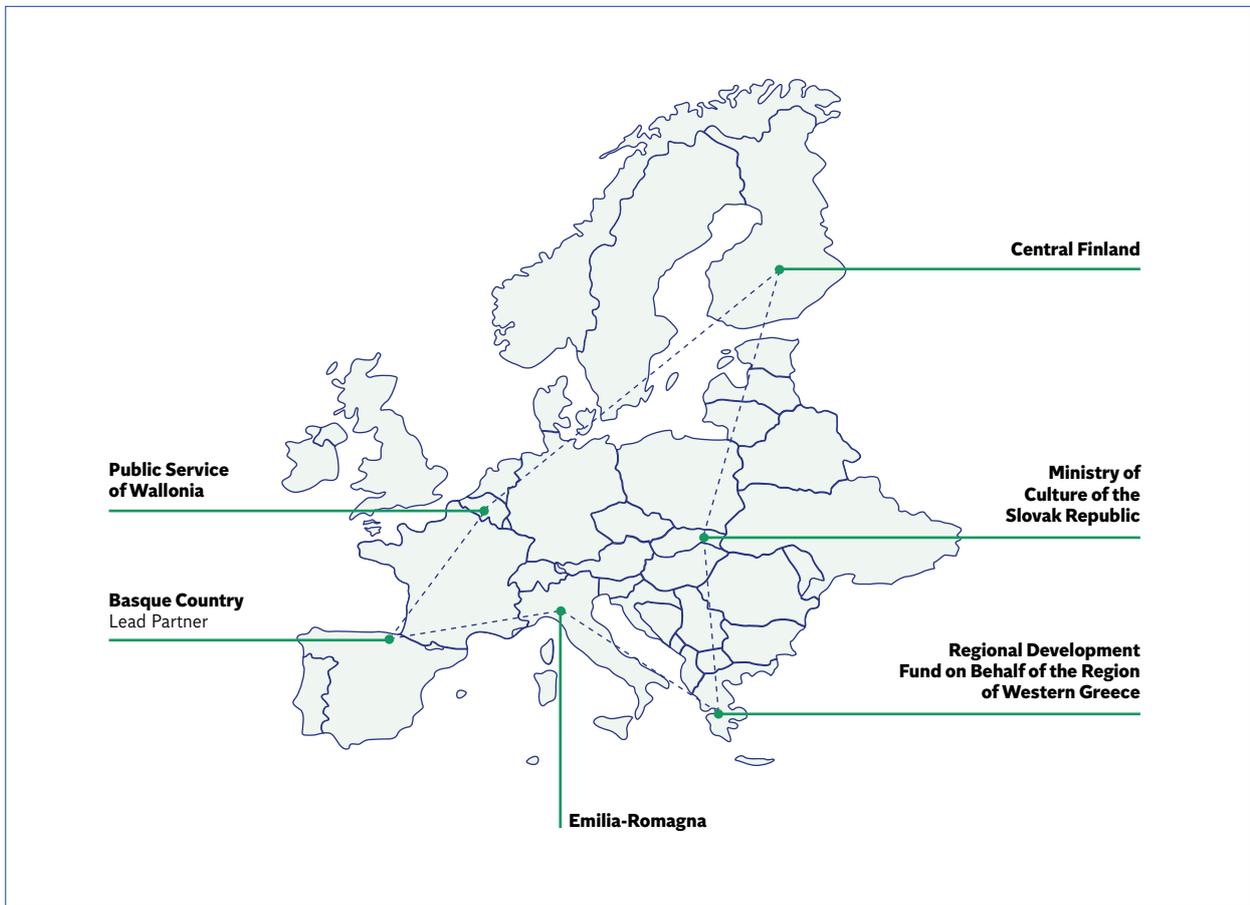


Figure 1. The six partners of Creadis3 Cultural and Creative District (Own source)

CREADIS3 Impact

The interdisciplinary work performed throughout CREADIS3 project is enabling to contribute towards the advancement of **Sustainable and Smart Specialisation Creative Districts** in different European territories with the goal to achieve these following common characteristics:

1	2
Better governance models aligning territorial public policy agendas to offer tailored support to CCIs.	Increased synergies between culture and economic development policy instruments.
3	4
Better policy measures to integrate CCIs in the local innovation ecosystems. Increased partners' attractiveness for creative talents and enterprises.	Increased cross-collaboration and cross-fertilisation initiatives between CCIs and other sectors of economy, education and research to drive innovation.
5	6
Better policies to support internationalisation of local creative SMEs.	Reinforced role for CCIs in ESIF and RIS3.

Table 2. Common characteristics of Sustainable Smart Specialisation Creative Districts by Creadis3 (Application Form, Creadis3)

2. Purpose of CREADIS3 Toolkit

“The toolkit collects the relevant management and strategic tools that have been used throughout CREADIS3 project, and have been proved useful to advance, gain skills and knowledge to support the establishment of Sustainable Smart Specialisation Creative Districts.”

Who should read this Toolkit?

The toolkit is addressed to different audiences in order to inspire and enable more efficient Cultural and Creative Industries (CCIs) policies, with the aim of boosting Cultural and Creative Districts:

- Policy makers and managing public authorities related to economy, culture and creative departments, including innovation, competitiveness, entrepreneurship and sustainability.
- Research organisations, professionals or stakeholders within the Culture and Creative Industries.

How to use the Toolkit

The toolkit consists of 3 sections:

SECTION 1	SECTION 2	SECTION 3
<p>This first section consists of a general presentation to all the most interesting and practical tools or instruments that have been elaborated and proved useful throughout the project, both during the management process and the project's outcomes.</p>	<p>This section is dedicated to the tools used within the management process of the project.</p>	<p>This last part includes outcomes: instruments or actions within the six territorial action plans of CREADIS3 that have been considered more interesting and with a high transferability potential to other regions.</p>

3. CREADIS3 Toolkit

A guide to Sustainable and Smart Specialisation Creative Districts

Section 1: General view

CREADIS3 project has elaborated and used the following tools to better coordinate territorial initiatives, achieve shared policy learning and focus them from a higher point of view:

PROJECT MANAGEMENT PROCESS TOOL		OUTCOME TOOL AND MEASURES
Specific Mapping Model for CCIs	Matrix of joint Good Practices of the 6 territories	Matrix of joint CREADIS3 actions and impact variables
		
SWOT Analysis of the CCIs sector		Potential CCIs instruments or actions
“Good Practices Report on Governance Ecosystems”	“Good Practices in Progress Report”	Report “ Lessons Learnt in CREADIS3. From Territorial Action Plans to Smart Specialisation Strategies in Cultural and Creative Districts”

Figure 2. Tools presented in CREADIS3 Project’s Toolkit (own source)

Section 2: Project management process tools

The outstanding tools within the **management process** of the project to take into consideration should be:

- **Specific Mapping Model for CCIs:** elaborated during the initial phase and presented in the “Good Practices Report on Governance and Ecosystems”, which was published at the second year of the project (November 2018).
- **SWOT Analysis of the CCIs sector:** elaborated and analysed also during the initial phase of the project. It can be found in the “Good Practices Report on Governance and Ecosystems”, as well.
- **Matrix of joint Good Practices** of the six territories of CREADIS3: developed during the end of the second year of the project and appearing in the “Good Practices in progress Report” (November 2018).

PROJECT MANAGEMENT PROCESS TOOL

SPECIFIC MAPPING MODEL FOR CCIS

CREADIS3 developed two kind of mappings in the field of cultural and creative areas:

1. Mapping of Competences in each territory

The **objective** of this mapping was to identify the competences of each department in each administration level regarding CCI sectors.

The **phases** to elaborate the mapping were:

1. Each Partner identified bodies involved in cultural and creative policies in the various administrative level.
2. Each partner produced an individual report and the findings were summarized in a consolidated common report (table of competences per administrative level). They decided what CCIs sectors and what administrative levels and areas to include.

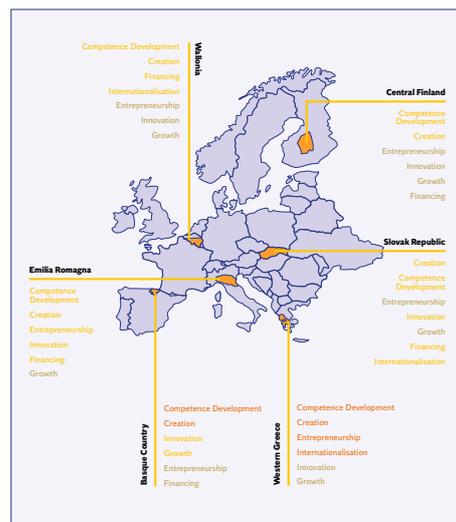


Figure 3. CCIs value chain by territory and departments (CREADIS3 Report on Good Practices Report on Governance and Ecosystems)

The production of mappings in different territories and situations limits the possibilities to comparative levels. Nevertheless, it has the advantage of being able to present different solutions to situations of a diverse nature. To overcome this situation CREADIS3 opted for:

- *Focus on the 15 CCI sectors that were methodologically proposed since the beginning, differentiating cultural and creative industries (Architecture, Performing Arts, Visual Arts, Craftsmanship, Audiovisual, Digital Contents, Design, Publishing and Printed Media, Gastronomy, Language Industries, Fashion, Music, Cultural Heritage, Advertising and Marketing, Video Games).*
- *Focus on the two areas of action initially proposed: a) Culture areas; b) Economic Development areas.*
- *Focus on the competences of each partner (at the regional level and at the state level). The deployments by levels of governance of each of the territories appear in each of the territorial mappings.*

3. Mapping of Regional Creative Ecosystems

The **objective** of this mapping was to identify the regional creative ecosystems around CCIs of the territories.

The **phases** to elaborate this mapping were:

1. Each partner identified the regional ecosystem around CCIs, including support policies and tools, stakeholders involved (e.g. universities, tech and creative hubs, clusters, incubators, etc.) and services provided (e.g. skills development, business management capacity building, internationalisation support schemes for SMEs, etc.)
2. Each partner produced an individual report, reflecting their creative ecosystem with their actors.
3. Once all the reports were finished, a table collecting the general situation and how each of the Departments (Culture or Economy) participated in the value chain was created.

To know more about this tool, there is more information available online in [CREADIS3 Interreg Europe website](#):

- [Good Practices on Governance and Ecosystem Report](#) (chapter 4 and chapter 7).

PROJECT MANAGEMENT PROCESS TOOL

SWOT ANALYSIS OF THE CCIS SECTOR

CREADIS3 developed, on one hand, a contrasted SWOT analysing the most frequent statements, and on the other, a group work carried in the Basque Country’s study visit (2018).

The **objective** of this SWOT were to jointly identify the strenghts, weakness, opportunities and threats within the CCI and to boost Creative and Cultural Districts.

To **elaborate** it the six partners held a workshop and got the joint conclusions, using a SWOT as a tool.

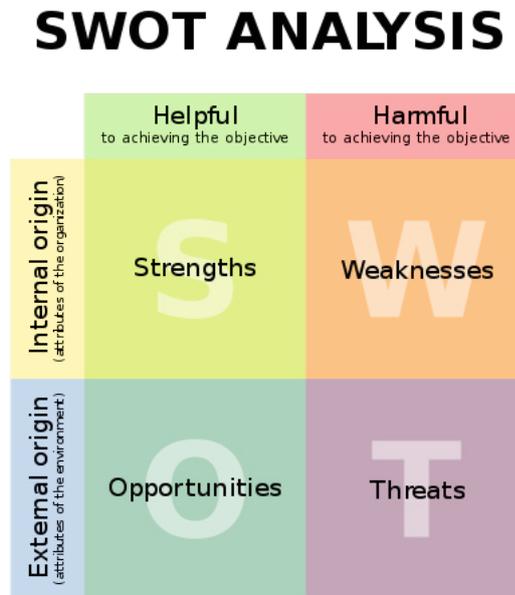


Figure 4. Swot analysis scheme (Wikimedia commons)

To know more about this tool and the conclusions of the elaborated SWOT, there is more information available online in [CREADIS3 Interreg Europe website](#):

- [Good Practices on Governance and Ecosystem Report](#) (chapter 5).

PROJECT MANAGEMENT PROCESS TOOL

MATRIX OF JOINT GOOD PRACTICES

CREADIS3 identified 19 Good Practices (GPs) within the partners of the project. The GPs were published in [Interreg Europe’s Policy Learning Platform](#) database. A tool in the form of matrix was created during the end of the second year of the project (2018).

The **objective** of this Matrix was to be able to analyse the GPs within a more global approach for CCIs.

To **elaborate** it the matrix placed each of the GPs in relation to two axes:

- CCIs value chain (6): competence development, creation, entrepreneurship, innovation, growth and financing.
- CCIs scope (3): cultural, creative and mixed (cultural and creative).

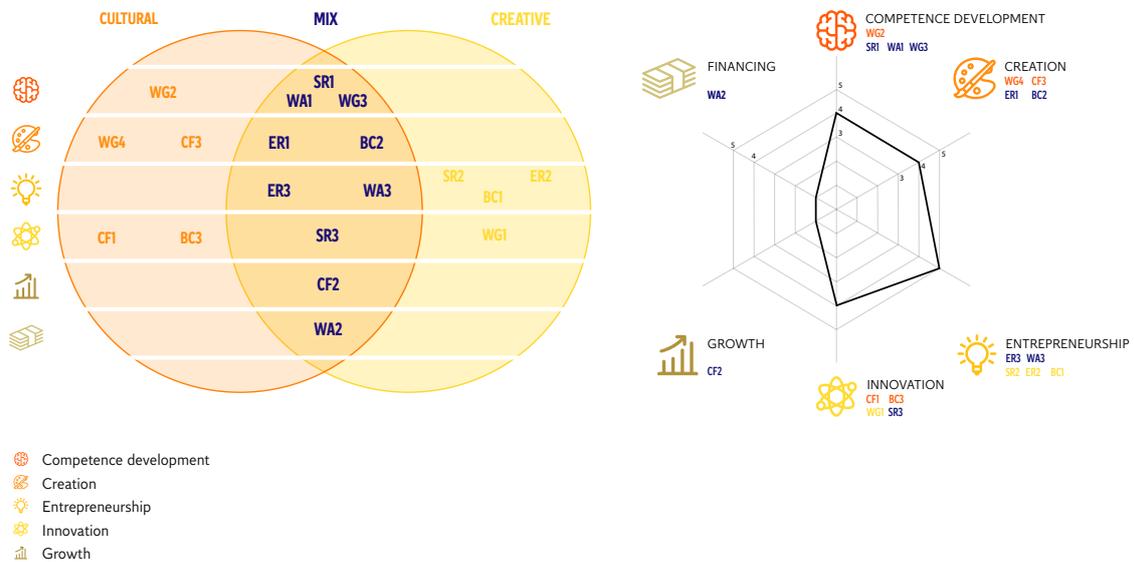


Figure 5. Creadis3 Good Practices Matrix(Creadis3 Good Practices In Progress Report)

To know more about this tool, there is more information available online in [CREADIS3 Interreg Europe website](#):

- [Good Practices in Progress Report](#).

Section 3: Outcome tools and measures

There follows a synthesis of the outstanding tools within the action plan phase of the project:

- **Matrix of joint CREADIS3 actions and impact variables:** the tool methodology and results are presented in the Report “Lessons Learnt in CREADIS3. From Territorial Action Plans to Smart Specialisation Strategies in Cultural and Creative Districts” worked and published during the third and fourth year of the project (2019-2020).
- **Potential CCIs instruments or actions:** thanks to the above tool and corresponding analysis, the most outstanding actions proposed in the six individual territorial Action Plans of CREADIS3 are presented here as outcome tools or measure to contribute towards the advancement for more Sustainable and Smart Specialisation Creative Districts.

OUTCOME TOOL AND MEASURES

MATRIX OF JOINT CREADIS3 ACTIONS AND IMPACT VARIABLES

After developing the Action Plans for each territory, a cross-sectorial brief of CREADIS3 as a whole creative district was presented. A **joint matrix** where **value crosses** were done **between the actions and variables**, helped to show then their **impacts, the relation with current good practices and strategies**, and **transferability potential** of the actions to other regions.

The **objective** of these **Matrix** was to be able to perform a **multidimensional analysis of the six territorial action plans** with the aim to present lessons learnt and indications for working to enable more efficient CCIs policies, and create and boost Cultural and Creative Districts.

To elaborate the analysis the joint matrix was created with the following variables:

- **Type of action or pillar:** A. Better Governance, B. Better Policies and Instruments synergies, C. Better Cross-collaboration and Cross-Fertilisation, D. Better Promotion or Knowledge, and E. Better Business Support and Networking (classification coherent with the main objectives which Creative Districts may want to achieve).
- **Department** to which the action were associated: Culture, Economic Development or Both.
- **Sector** in which it had an impact: Culture, Creative or Mix.
- Link to the **Value Chain** in which it affected: Competence development, Creation, Entrepreneurship, Innovation, Growth and Financing.
- **Size:** assigned budget or cost.

- **Related Good Practices:** of own and from other regions (from the Good Practices in Progress Report).
- **Related Current Strategies:** of own region (from Good Practices on Governance and Ecosystem Report).
- **Expected Impacts and Key Performance Indicators (KPIs):** expected impacts of the actions and number of KPIs, with the aim to measure the success of the Action Plans and the achievement of strategic objectives which were linked to action line(s).

The use of this tool helped perform other representative figures such as a **complex or systemathic mind map** and **graphics**, used to illustrate the results and lessons learnt in the Report “Lessons Learnt in CREADIS3. From Territorial Action Plans to Smart Specialisation Strategies in Cultural and Creative Districts”.

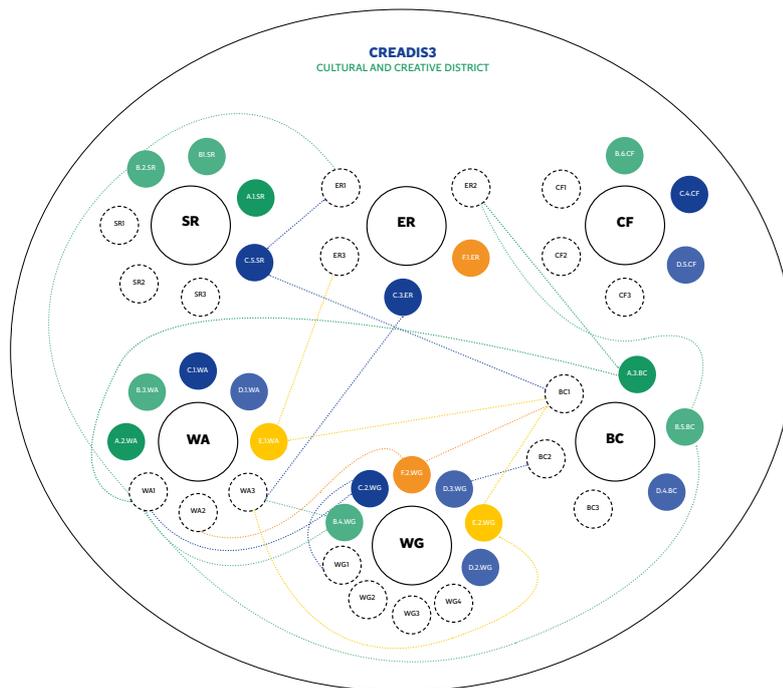


Figure 7. Systemathic map (own source)

To know more about this tool, analysis and lessons learnt, there is more information available online in [CREADIS3 Interreg Europe website](#):

- [Report “Lessons Learnt in CREADIS3. From Territorial Action Plans to Smart Specialisation Strategies in Cultural and Creative Districts”.](#)

OUTCOME TOOL AND MEASURES

CCIS POTENTIAL INSTRUMENTS OR ACTIONS

The action plans includes strategies and actions that each territory set forth to improve its policies. Thanks to the multidimensional analysis of CREADIS3’s individual territorial action plans, potential CCI instruments or actions can be recommended.

The **objective** is to present the **most significant and with a medium or high transferability potential measures or actions** to improve institutional governance and boosting of Creative and Cultural Districts found within CREADIS3 project.

To **elaborate** these **list of potential instruments or actions** the previous joint matrix and corresponding analysis were took into consideration. The variables mostly considered to present this list were:

- The quantitative impact or grade of **resources needed** (specially economic ones, cost) to implement the actions.
- The qualitative impact of the **GPs** influence to the actions.
- The qualitative impact or grade of coherence between the **regional strategies** and the actions.

The **list of potential instruments or actions** is as follows, representing one action for every territory, aligned to each one of the pillars considered in the matrix:

PILLAR	TERRITORY CREADIS3 Partner	ACTION CODE	INSTRUMENTS OR ACTIONS
A. Better Governance	Slovak Republic	A.1.SR	Creating a new strategic document focusing on CCIs Development
B. Better Policies and Instruments synergies	Basque Country	B.5.BC	BASQUE DCC (Basque District of Culture and Creativity): Pilot implementation in 2020-2021
C. Better Cross-collaboration and Cross-Fertilisation	Central Finland	C.4.CF	Supporting measures to promote regions’ gastronomic know-how in education, research and production

D. Better Promotion or Knowledge	Wallonia	D.1.WA	Evaluating Creative Hubs' impact
E. Better Business Support and Networking	Western Greece	E.2.WG	Publication of a Call for Creative Businesses and Monitoring of its Implementation
F. Better Access to Finance	Emilia Romagna	F.1.ER	Matching the crowd: crowdsourcing and crowdfunding for CCIs

To know more about this instruments or actions, the complete action plan (including description, objectives, resources, KPIs, etc.) can be consulted here:

- [Action Plans of CREADIS 3 partners.](#)
- [Report “Lessons Learnt in CREADIS3. From Territorial Action Plans to Smart Specialisation Strategies in Cultural and Creative Districts”.](#)

4. Final remarks

Study visits as interregional cooperation activities are also considered good initiatives or tools for learning from other regions and increase professional competence or capacity within CCIs' topics. Two other activities that stand out, in the survey carried out during CREADIS3 project, were **stakeholder group meetings** and thematic seminars or workshops, performed during the study visits in each region of CREADIS3 consortium. The **results and analysis report of this survey** can be consulted here.

During CREADIS3 project, 6 study visits were organised. You can find more information about them in the **Project News section** of CREADIS3 Interreg Europe website.

5. Bibliography

- CREADIS3 Project (2018). *CREADIS3: Good Practices in Progress. Joint Report*. November 2018.
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- CREADIS3 Project (2020). *Lessons Learnt in CREADIS3. From Territorial Action Plans to Smart Specialisation Strategies in Cultural and Creative Districts*.
- CREADIS3 Project (2020). *Survey: Number of people with increased professional capacity thanks to their participation in interregional cooperation activities. Results and Analysis*.