

RESTART_4Danube
Boosting cREative induSTries in urbAn Regeneration
for a stronger Danube region

Deliverable

D.T1.3.2 Urban Green Papers

2nd draft

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1.3 List of Abbreviations

AF	Application Form
AN	Activity Number
AR/VR	Augmented Reality/Virtual Reality
AI	Artificial Intelligence
AV	audio-visual
CCIs	Cultural and Creative Industries
CCS	Cultural and Creative Sectors
EU	European Union
GDP	Gross Domestic Product
IP	Intellectual Property
IoT	Internet of Things
IT	Information Technology
HEI	Higher Education Institutions
LAPs	Local Action Plans
QH	Quadruple Helix
QR code	Quick Response code
R&D	Research & Development
RIS	Regional Innovation Systems
SDGs	Sustainable Development Goals
UN	United Nations
WP	Work Package

2 Executive Summary

The project Restart_4Danube “*Boosting creative industries in urban regeneration for stronger Danube region*” aims to improve strong framework conditions and policy instruments for a new model of urban regeneration involving cultural and creative industries (CCIs). CCIs are an important component of prosperous development at all levels of spatial aggregation (communities and cities, regions, federal states, national states and in the European Union (EU)). CCIs are a key element in the innovation ecosystem and also an increasing market with large spill-over effects to other sectors.

This Urban Green Paper (2nd draft) discusses the economic and social importance of CCIs for innovation and growth, highlights current and future challenges of the sector and provides ideas and proposals for strengthening and implementing it in urban and regional development processes. The Urban Green Paper builds on the key findings from the 1st draft.¹ In addition, the feedback from the project partners on the 1st draft will be implemented, as well as the feedback from the first presentation of the Urban Green Paper at the Creative and Urban Regeneration Day event in Maribor on 28th October 2021. The new draft also contains already existing best practices presented at this event with a high practical relevance to increase the visibility and the understanding of the importance of CCIs in the context of urban regeneration processes. Furthermore, a summarized overview of the elaborated five Local Actions Plans (LAPs) is integrated in the 2nd draft. The Local Action Plans of Restart_4Danube display the priorities and strategies of the various project partners and cities in the context of their urban regeneration strategies. Finally, new statistical data and sources, also further important experience reports/studies in the context of the COVID-19 pandemic are embedded, new ideas are formulated and matured views for strengthening CCIs in urban regeneration processes are discussed. The 1st draft is revised entirely, expanded and improved so that a completely new 2nd draft has arisen.

According to the understanding of the authors, also the 2nd draft of the Urban Green Paper is not the final version. The presented paper displays the current status of the discussion in practice and theory. For this reason, the 2nd draft is also developed as a kind of “living paper” that is to be used as a basis for a further comprehensive discussion and the possibility to give feedback to the authors. In the coming process, questions, ideas, new good-practices, further reports and new views with regard to the topic will be integrated into the next and final draft. An evolutionary growing process with additional learning effects is planned for the further development of the Urban Green Paper. The final version of the Urban Green Paper or the 3rd draft will be prepared at the end of the

¹ Deliverable DT1.3.2 (31.10.2021)

project. It will show all the accumulated knowledge in a compact and easily understandable form. It will point out how to support and strength CCIs and how they can be used in the field of urban regeneration processes. It also suggests how these strategies could be integrated into existing and new policies at various levels of development as part of a proactive implementation strategy.

At first glance the meaning of CCIs becomes clear. CCIs play an important role for urban and regional development; CCIs have many different positive effects on economic, social and environmental development; CCIs embed the quality and the energy for urban regeneration processes, because they bring life to the city. E.g. CCIs create jobs and turnovers, support an innovative and open-minded environment, are an important unifying element of social cohesion through diversity and tolerance or can revitalize city centres and districts. These are just a few selected positive effects.

Especially the COVID-19 pandemic has created a completely new economic and social environment, where CCIs are developing and where urban regeneration processes are currently taking place. These new framework conditions and measures to fight the pandemic – and especially the lockdowns and the related contact bans – have deteriorated the economic situation and the development perspectives of many CCIs. *“Cultural and creative industries (CCIs) have been hit hard by the consequences of the COVID-19 pandemic”.*² Until today, the situation of many affected CCIs has not improved.

The future perspectives of the sector and the related entrepreneurs and employees need to be redesigned. When thinking about future perspectives for CCIs after the COVID-19 pandemic, a comeback of the “business as usual” is not considered a viable option. New approaches and measures (like discussed in this paper) are needed to strengthen it. A strong CCI sector is requested, especially for the intended economic recovery plan in the EU³, but also for a social reconstruction in post COVID-19 times. It is precisely the common sense of “we” that will be decisive in determining whether the economy can be rebuilt and whether ecological problems can be solved. CCIs provide a good breeding ground for society to grow together. So, let us start strengthening the sector now!

² Commissioned study by the EU CULT Committee. URL: [https://www.europarl.europa.eu/RegData/etudes/STUD/2021/652242/IPOL_STU\(2021\)652242_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2021/652242/IPOL_STU(2021)652242_EN.pdf) (9.2.2022)

³ Recovery plan for Europe. URL: https://ec.europa.eu/info/strategy/recovery-plan-europe_en (9.2.2022)

3 Introduction and the general potential of CCIs

Worldwide more than half of the people live in cities since 2007. Europe's degree of urbanization is 75 % in 2021.⁴ About every seventh inhabitant in the European Union (EU) lives in an urban area.

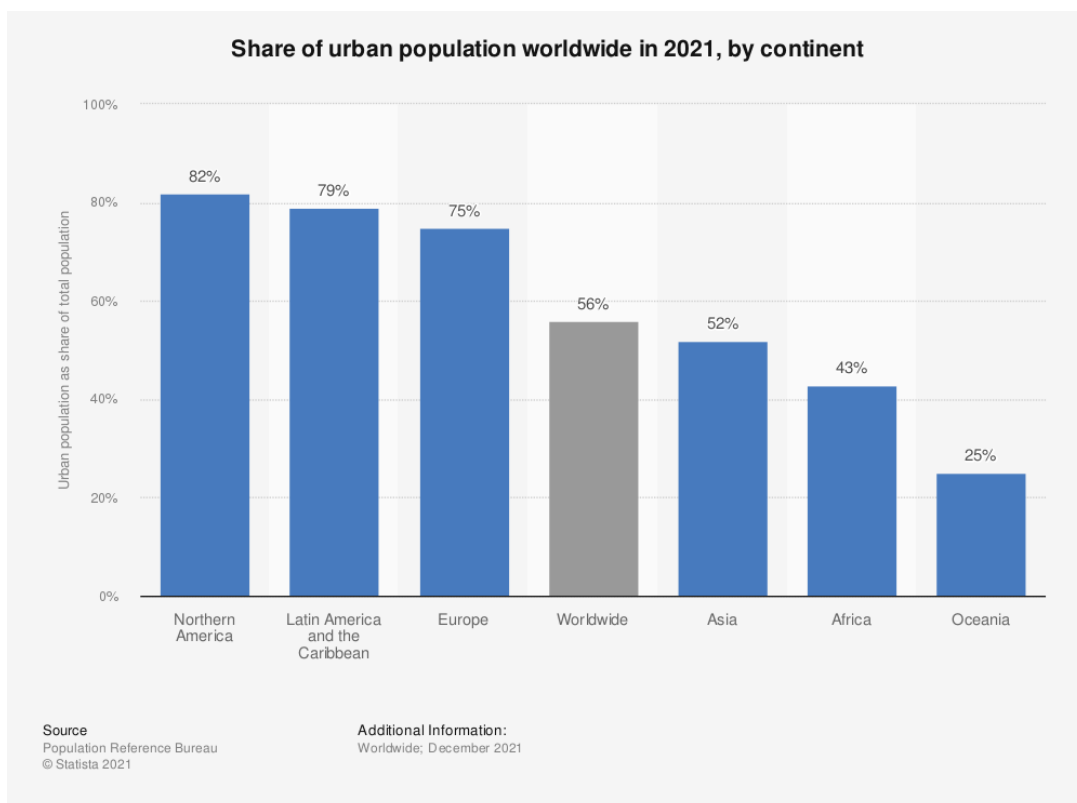


Figure 1, Degree of urbanization by continent 2021.⁵

The megatrend of increasing urbanization will continue in the next years. The United Nations (UN) forecasts: “56% of world’s population lives [at present] in urban areas, a proportion that is expected to increase to 68% by 2050”.⁶ In consequence, the sustainable development of cities and regions is increasingly important. Many cities will reach their limits to growth i.e. the increasing of land consumption, rising rents, strong need of

⁴ Statista.com. URL: <https://www.statista.com/statistics/270860/urbanization-by-continent/> (18.10.2021)

⁵ Share of urban population worldwide 2021. URL: <https://www.statista.com/statistics/270860/urbanization-by-continent/> (9.2.2021)

⁶ UN Department of Economics and Social Affairs. URL: <https://www.un.org/development/desa/en/news/population/2018-revision-of-world-urbanization-prospects.html> (9.2.2022)

energy, growing waste production, unsustainable traffic, increasing anonymization and social inequalities. The proceeding climate change and extreme weather events (i.e. storms, floods, water scarcity or heat), the demographic change (i.e. lack of young population groups, the phenomenon brain-drain, decline in the working population and skilled labour shortage, increase of older people) and – often unshaped – digital transformation processes lead to further major challenges for cities in the near future.⁷ There is not much time left to act. Hence, a creative strategy is needed. With creativity and innovation these challenges can be solved and the megatrends can be faced.



Figure 2, Painting with hand and feet. Pixabay. CC-License

CCIs can be involved as a puzzle piece of the solution, because finding creative solutions and developing innovation are their core competencies. CCIs can be used in this context as an important driver to improve and re-design the economic structure (i.e. through the creation of new business models, jobs and turnovers, in the role of a strong demander of goods and services, rising international trade balance in the sector) for more sustainable development and growth (i.e. the re-use of old or vacant infrastructure), for building up a stronger social cohesion between different social and cultural classes (i.e. by creating a

⁷ The future of Cities Report. URL: <https://publications.jrc.ec.europa.eu/repository/handle/JRC116711> (16.02.2022)

liberal, diverse and inclusive environment) or for a strong innovation ecosystem (i.e. offering creative services for the economic system and for other economic sectors). All these effects of CCIs have a positive impact on the quality of life in a city or region. The quality of life is increasingly important in today's knowledge society. Cities, which offer a good quality of life, will develop resilient and more competitively.

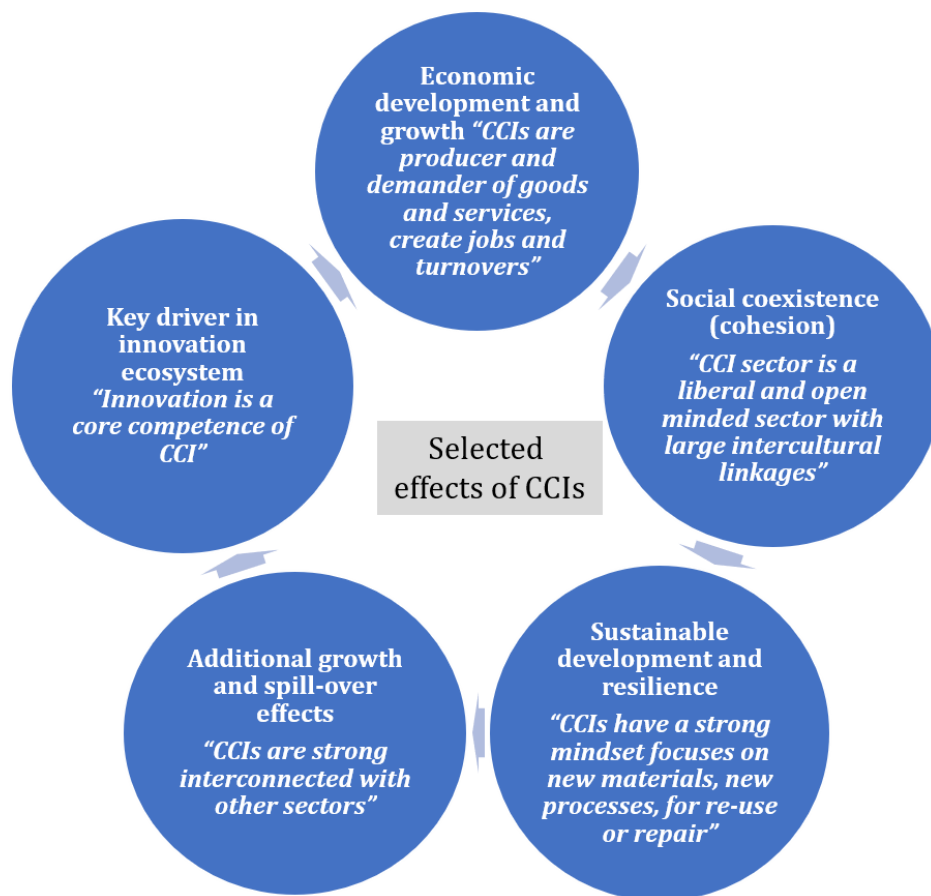


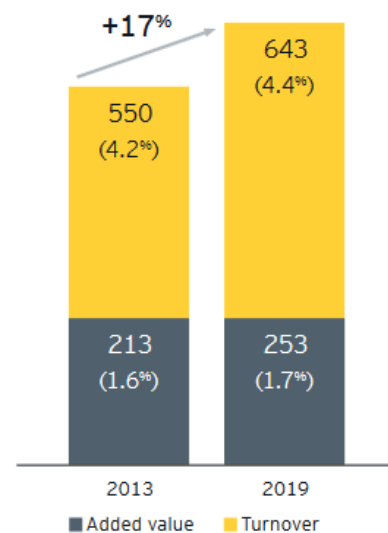
Figure 3, Selected effects of CCIs. Zametter (2022)

Possible solutions of the future challenges (in cities and regions) are directly related to CCIs and their effects. CCIs have a strong impact beyond their own sector. For this reason, cities are well advised to increasingly involve CCIs in their development strategies.

CCIs created in EU-28 a 643 billion EUR turnover and an added value (as a kind of spill-over effects) of 253 billion EUR in 2019. The core activities of the cultural and creative industries (CCIs) represented 4.4% of EU gross domestic product (GDP) in terms of total turnover. Between 2013 and 2019, there was a growth in the sector of +17% (turnover). Before COVID-19 pandemic started, the cultural and creative economy

was growing steadily in the EU. From 2013 to 2019 it grew by 2.6% per year compared to the EU average GDP growth of 2%. The overall effect on GDP is even greater, since multiplier effects are not included.⁸

Turnover and added value in 2013 and 2019, and share of GDP
(in € billion and %, EU-28)



Sources: Eurostat; GESAC; professional organizations; EY modeling and analysis 2020.

Figure 4, Turnover and added value of CCI 2013-2019

Between 2013 and 2019 the 10 sectors of the cultural and creative industries (see figure 6) recorded different, but constant growth rates. More than 4% per year for video games, advertising, architecture and music, between 0.5% and 3% for audio-visual content (AV), radio, visual arts, performing arts and books. All stakeholders point to a period of intense innovation – not only in terms of heightened audience and readership expectations, but also due to the explosion in demand for online content: 81% of internet users in the EU used the internet for music, videos and games in 2018.⁹ By 2021 the share of EU households with internet access had risen to 92%. Broadband internet access was used by 90% of the households in the EU in 2021. The proportion of individuals aged 16 to 74 in the EU, who ordered or bought goods or services online for

⁸ EY-Rebuilding Europe Study. URL:

https://1761b814-bfb6-43fc-9f9a-775d1abca7ab.filesusr.com/ugd/4b2ba2_f88b63e2fd814956aff12871f50562c8.pdf (29.10.2021)

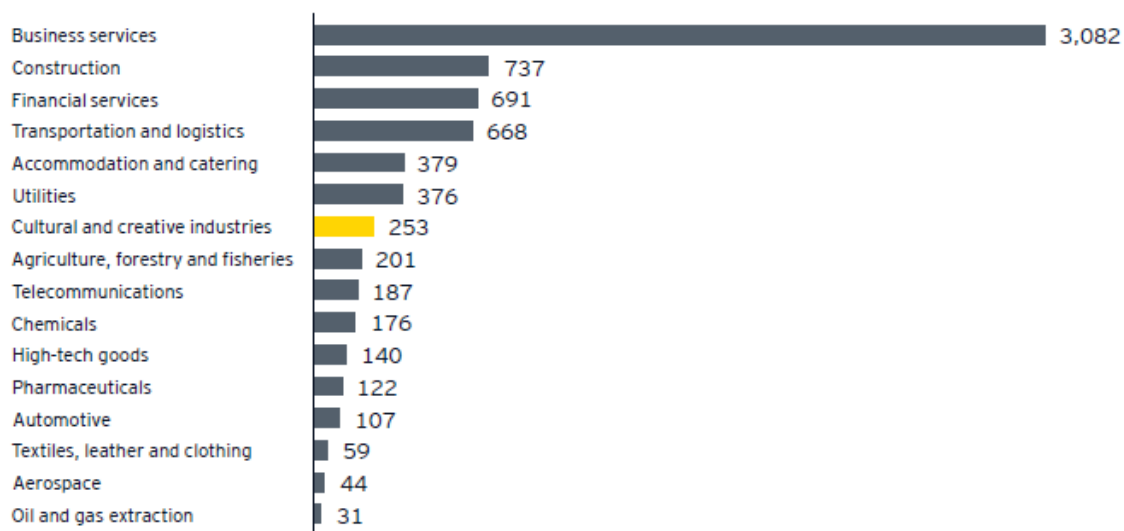
⁹ EY-Rebuilding Europe Study. URL:

https://1761b814-bfb6-43fc-9f9a-775d1abca7ab.filesusr.com/ugd/4b2ba2_f88b63e2fd814956aff12871f50562c8.pdf (9.2.2022)

private use, was 66% in 2021, 15pp. higher than in 2016 (51%).¹⁰ This market is continuing to grow since the digitization processes and new business models will further increasing.

In addition, the cultural and creative industries (CCIs) in Europe became more international and entrepreneurial. In 2017 the EU exported cultural goods worth 28.1 billion EUR. The EU trade balance for cultural goods shows a surplus (+8.6 billion EUR) and the share of cultural and creative industries in total EU exports was 1.5% - roughly equivalent to the trade surplus of food and beverages (9.1 billion EUR in 2018).¹¹

Added value by sector in 2019 (in € billion; EU-28)



Sources: Oxford Economics - Global Industry Scenarios; EY modeling and analysis 2020.

Figure 5, Added value per sector.¹²

More than 90% of companies in the cultural and creative industries are small or medium-sized enterprises (SMEs), and 33% of the workforce is self-employed – more than twice as many as in the European economy as a whole (14%).¹³

¹⁰ Digital economy and society statistics. URL:

https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Digital_economy_and_society_statistics_-_households_and_individuals (9.2.2022)

¹¹ EY-Rebuilding Europe Study. URL:

https://1761b814-bfb6-43fc-9f9a-775d1abca7ab.filesusr.com/ugd/4b2ba2_f88b63e2fd814956aff12871f50562c8.pdf (9.2.2022)

¹² EY-Rebuilding Europe Study. URL:

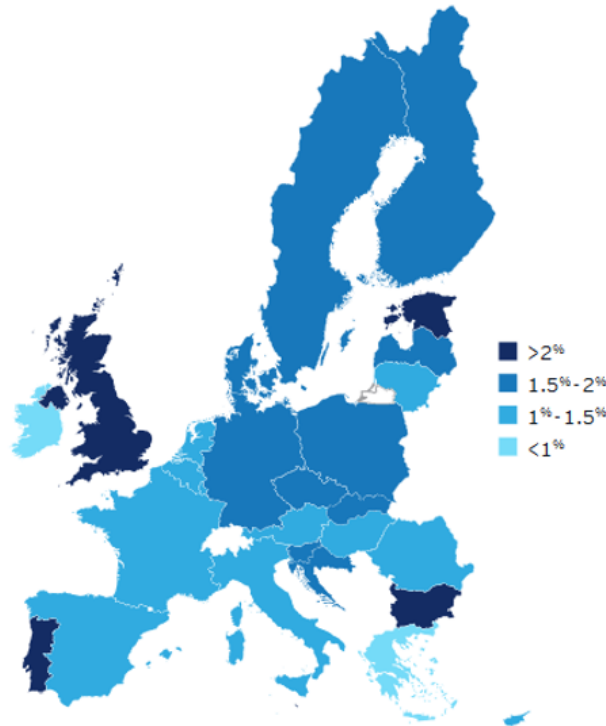
https://www.rebuilding-europe.eu/files/ugd/4b2ba2_1ca8a0803d8b4ced9d2b683db60c18ae.pdf (9.2.2022)

¹³ EY-Rebuilding Europe Study. URL:

https://1761b814-bfb6-43fc-9f9a-775d1abca7ab.filesusr.com/ugd/4b2ba2_f88b63e2fd814956aff12871f50562c8.pdf (9.2.2022)

The creative sector is on the one hand a large producer of creative products and services. On the other hand, the sector is a large demander from products and services from different sectors in the form of advance payments. For this reason and due to strong intersectoral linkages, CCIs also stimulate the growth of several other industries – such as tourism, high-tech industries, digital industries, transportation and telecommunications – that are both suppliers and customers of CCIs. The overall spill-over including these impacts confirms CCIs as a key driver of growth for the whole European economy (see figure 5). For example, Austria's 9th Kreativwirtschaftsbericht (Creative Industries Report)¹⁴ proved an additional value of 0.70 EUR cents is induced economically, if 1 EUR is spent in the CCI sector. This results in a total effect on the economy of 1.70 EUR and shows the great leverage effects and the multiple positive externalities of CCI sector. The strength and the importance of the effects (direct and indirect) depends heavily on the structure of the respective CCI sector in a country and on their international embeddedness. The effects also depend on how much people spend in this sector. This in turn depends on the quality of the service and of the sales and marketing. Conversely, this means that improved framework conditions (see later) not only enable a relaunch of the sector in post-COVID 19 period.

¹⁴ Kreativwirtschaftsbericht Österreich. URL:
https://www.kreativwirtschaft.at/wp-content/uploads/2021/06/9KWB_barrierefrei_fin.pdf
(29.10.2021)



Share of CCIs' value added in total country value added
(in % of national GDP; EU-28)

Sources: Eurostat; GESAC; professional organizations; EY modeling and analysis 2020.

Figure 6, Share of CCIs value added by countries.¹⁵

Stronger multiplier effects and an even greater effect on GDP can be possible. A report from Deloitte (2021) estimates a growth potential of the CCI sector of +40% by 2030.¹⁶ This is a forecasted value. Nevertheless, it displays the enormous growth potential. These economic perspectives need to be re-explored for the EU reconstruction programme.

¹⁵ EY- Rebuilding Europe Study. URL:

https://www.rebuilding-europe.eu/files/ugd/4b2ba2_1ca8a0803d8b4ced9d2b683db60c18ae.pdf
(9.2.2022)

¹⁶ Deloitte. The Future of the Creative Economy. The study focuses on selected economies. URL:

<https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/technology-media-telecommunications/deloitte-uk-future-creative-economy-report-final.pdf> (9.2.2022)

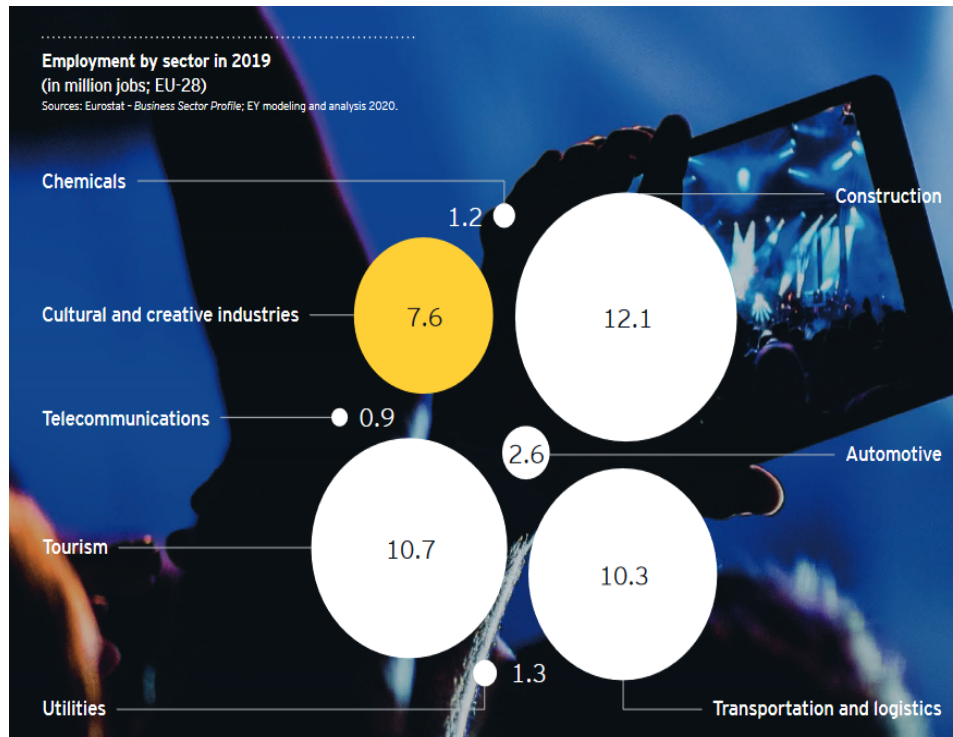


Figure 7, Employment effect of CCI's in EU-28 2019

As figure 7 displays, CCI's are important employers. From 2013 to 2019, a growth of 700.000 jobs has been registered in the EU-28. At the end of 2019, more than 7.6 million people were employed in the cultural and creative industries in the 28 EU countries. For example, CCI's employment quantity is 8 times higher than in the telecom industry. A future challenge will be to integrate the potentials of "New-Work-Concepts and the related skills" in the labour market or in the CCI's business models. This is a completely new chance and there are too little reputable serious sources and research related so far. However, the framework conditions of work and the related mindset have changed completely caused and intensified by the COVID-19 pandemic.

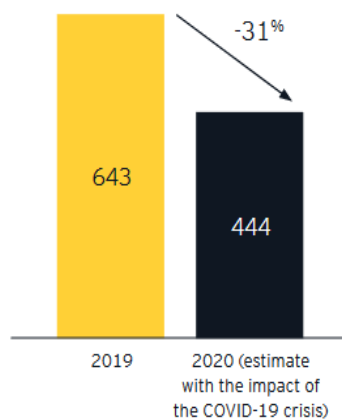
Only Ernst & Young did in 2020/21 a research in the context of New Work and CCI's and surveyed 1.000 people (aged 20 to 50). A return to the "old" status quo of before the pandemic, however, is out of the question. More than 80% of the surveyed people want to continue spending at least parts of their working time in the home office. Regarding their ideas of the working world of the future in 2030, 84% declared: "I can work completely independent of location." 78% stated: "I can organise my working hours completely flexibly." 60% of the study participants assume that their company will be organized completely hierarchy-free. Around half of the respondents can imagine, that company buildings will no longer exist in ten years. Thereof independent, around 80% will be involved in innovation projects, equal opportunities projects or sustainability.

84% stated that continuing education must be flexible or independent of time and place, i.e. primarily organized online. These future framework conditions meet the mindset and the working world of CCIs, as CCIs already partially have implemented such “entrepreneurial” working models (flexible working hours, independent workplaces, open design of working spaces, flat hierarchies, self-responsibility, continual skills training or further education et al.). CCIs are therefore also pioneers for future developments. Hence, they have a starting advantage.

3.1 Impacts of the COVID-19 pandemic

The CCI sector experienced a massive decline in GDP (see figure 12) caused by the COVID-19 pandemic, because it had already been fragile before. A study requested by the EU CULT Committee (2021) shows: “Pre-COVID-19, the Cultural and Creative Sectors (CCS) were already characterised by fragile organisational structures and working practices. The fragmented organisation of value chains, the project-based working and the (not well-protected) Intellectual Property (IP)-based revenue models are only a few elements contributing to this”.

Total turnover generated by CCIs in the EU-28 (in € billion)



Sources: Eurostat; GESAC; professional organizations; Oxford Economics - *Global Industry, Second Wave Scenario*, as of 7 September 2020; EY modeling and analysis 2020.

Figure 8, Turnover and added value of CCI 2019-2020¹⁷

Due to the COVID-19 pandemic, CCIs have lost -31% in economic performance (-199 billion EUR). An in-depth analysis, however, shows that not all subsectors lost out

¹⁷ EY-Rebuilding Europe Study. URL: https://1761b814-bfb6-43fc-9f9a-775d1abca7ab.filesusr.com/ugd/4b2ba2_f88b63e2fd814956aff12871f50562c8.pdf (29.10.2021)

equally. Nevertheless, all sectors (except for computer games) lost sales, but the radio sector recorded minor losses. Heavy losses were seen in the music, performing arts and visual arts subsectors (sector with a large number of personal contacts) (see Figure 9).

Estimated change in turnover 2019-20 by CCI sector (in % of total 2019 turnover and in € billion; EU-28)

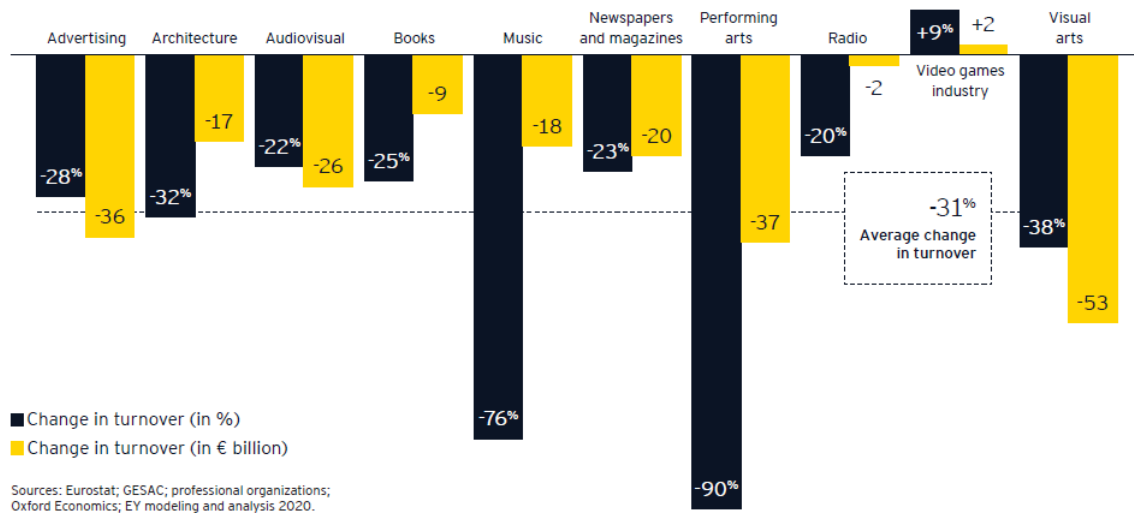


Figure 9, CCIs economic impact on sub-sectors.¹⁸

¹⁸ EY-Rebuilding Europe Study. URL:

https://1761b814-bfb6-43fc-9f9a-775d1abca7ab.filesusr.com/ugd/4b2ba2_f88b63e2fd814956aff12871f50562c8.pdf (29.10.2021)

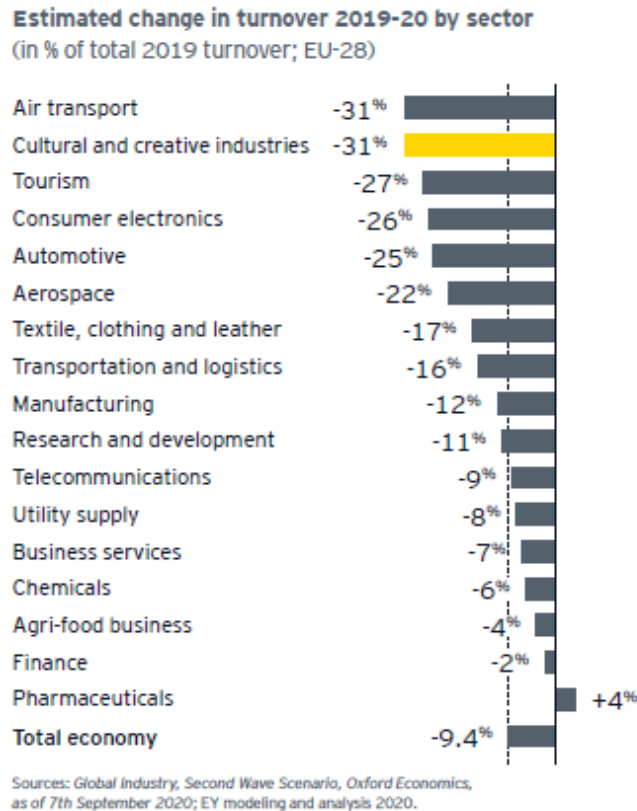


Figure 10, Estimated change in turnover 2019-20 by sector¹⁹

In the COVID-19 pandemic (2019-2021) CCIs lost heavily economically. In addition to the CULT Committee's commissioned study mentioned, it must be noted, that some subsector relies heavily on face-to-face contacts (i.e. concerts, galleries, events et al.). These (especially cultural) fields of the CCS where limited in the lockdown periods and by the following COVID-19 protective measures to mitigate the pandemic. Very often CCIs were not equipped. They could not offer their products and services online, as the corresponding business models were not in place. CCIs therefore had less or no opportunity to make sales and earn an income. They were dependent on the COVID-19 financial aid packages. Growth and contribution to regional and national GDP succumbed to the loss of income for a long period (see figure 10).

¹⁹ EY-Rebuilding Europe. URL:
https://www.rebuilding-europe.eu/files/ugd/4b2ba2_1ca8a0803d8b4ced9d2b683db60c18ae.pdf
(9.2.2022)

The impact of the COVID-19 crisis on the CCS – a chain of effects



Figure 11, Impact and chain effects of COVID-19 on CCS.²⁰

The accumulated turnover and the growth of the sector have therefore fallen sharply so far (see figure 12). Among others, the still underrepresented development of digitalization and missing supply chains and business models in some subsectors of CCIs has also contributed to the fact that the impact of the COVID-19 pandemic and the related measures on CCIs was greater than in the economic average of the EU (-9,4%). In addition to the cumulative decline in GDP in the industry in the EU, there are different degrees of impact depending on the country. Ernst & Young (2020) have analysed, that Central and Eastern European countries (CEE) are more affected, with year-on-year revenue trends; ranging from -36% in Lithuania to -44% in Bulgaria and Estonia. Hungary, Latvia, Poland and Romania are part of this group, too.

²⁰ Commissioned study by the EU CULT Committee. URL: [https://www.europarl.europa.eu/RegData/etudes/STUD/2021/652242/IPOL_STU\(2021\)652242_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2021/652242/IPOL_STU(2021)652242_EN.pdf) (9.2.2022)

Estimated change 2019-20 in CCI turnover by country revenues (in % of 2019 turnover; EU-28)
Sources: Eurostat; GESAC; professional organizations; EY modeling and analysis 2020.

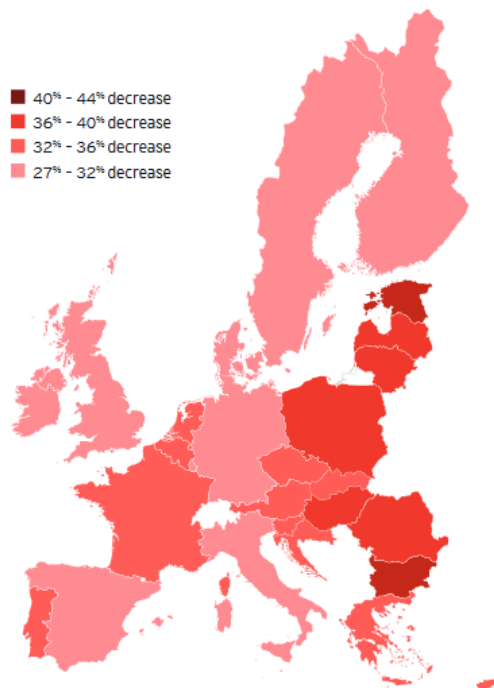


Figure 12, Estimated change 2019-20 in CCI turnover by country²¹

Ernst & Young (2020) explain the differences in these countries as followed: the performing and visual arts represent a larger share of the national creative economy than in the rest of the EU. For example, in Hungary the performing arts (with a market expected to shrink by 90%) account for around 10% of the total CCI market compared to the EU's average of 4%. In some of the national economies, there are additional aggravating factors such as more difficult access to finance for SMEs, a lack of social and economic protection for the self-employed and pressure on cultural budgets at local and national level.

Under the prevailing conditions, it was hardly possible to find innovative solutions quickly and right away. Nevertheless, figure 9 displays, that gradually a creative solution process was started in the CCI sector. New creative solutions and new business models were developed. A process of *“creative destruction and renewal”* – in the sense of

²¹ EY-Rebuilding Europe. URL:
https://www.rebuilding-europe.eu/files/ugd/4b2ba2_1ca8a0803d8b4ced9d2b683db60c18ae.pdf
(9.2.2022)

Schumpeter (1911 & 1926) – has taken place. In the future, crisis-proofed and resilient business models will be increasingly important. In addition, the risk of further lockdowns and further measures of reduction the pandemic is still vacant. This is, where Restart_4Danube can contribute to.

Nevertheless, learnings and new developments were initialized by the COVID-19 pandemic; e.g. new businesses have been founded, new technical possibilities or new ways of working were developed step by step. New perspectives for CCIs are emerged through the learnings during the COVID-19 pandemic in terms of more intensified use of digital solutions, new forms of financing and funding, or even a changed view on the economic viability of one's own company and its sustainability and resilience. CCIs will also play an important role in rebuilding the economy after the pandemic, because they are a growth and future market. CCIs are also needed to bring society closer together and to strengthen the feeling of a common “we”. The pandemic has left gaps in society that need to be filled. This will be a success factor in overcoming the crisis and competitive, resilient and future-oriented CCIs can play an important key role in this case.

4 URBAN GREEN PAPER

4.1 Introduction and policy objectives

The project Restart_4Danube “Boosting creative industries in urban regeneration for stronger Danube region” aims to improve the framework conditions and policy instruments for a new model of urban regeneration involving cultural and creative industries (CCIs). The project intends to develop a common strategy, tools and recommendations to support creative and innovative urban developments, to implement five Local Action Plans in Croatia, Slovenia, Hungary, Romania and Bulgaria, to boost transnational collaboration and develop cross-linkage across the Danube region and at least to give different opportunities and platforms for public authorities to discuss issues and exchange ideas. So, Restart_4Danube targets to develop synergies and networks, to improve the framework and to enable international exchange of stakeholders, in order to strengthen CCIs and the urban regeneration in the Danube region.

The project is part of the Interreg Danube Transnational Program and is funded by the European Regional Development Fund, the Instrument for Pre-Accession Assistance and the European Neighbourhood Instrument with 1.814.895 EUR in total. 25 partners from 12 different countries are part of the project, which is why a wide range of potentials, opportunities and needs of CCIs can be displayed.

According to the Application Form (AF) this Urban Green Paper aims to fulfil this purpose. It shows the importance of CCI's for economy, society and innovation. The Urban Green Paper aims to present concrete ideas to strengthen (entrepreneurship of) CCIs via different approaches in capacity building, the physical infrastructure and regeneration of places, the use of implementation of creative business incubation opportunities, the importance of access to finance and at least the effects and advantages of networks and clusters to push creative output and spill overs.

Hence, the Urban Green Paper discusses the potential of CCIs, targets and new opportunities, instruments and needs and the capacity and distributional aspects. Questions to the targets will give an outlook and an insight to the next steps. So, the Urban Green Paper contributes towards PA7 (knowledge society), PA 8 (competitiveness or enterprises) and PA10 (institutional capacity and cooperation) of the EU Strategy for the Danube Region (EUSDR) and helps to build prosperity and to strengthen the Danube region.

The Green Paper is developed in three drafts. The 1st draft serves as the basis. The 2nd draft includes the feedback from the 1st draft and incorporates the new state of knowledge as well as new sources and statistical data. The 3rd draft will be the final version. Each of the Urban Green Papers can be seen as an independent paper that is subject to an evolutionary process of growth and development.

4.2 What is an Urban Green Paper?

There is no standard definition of a Green Paper or an Urban Green Paper. In this context, it is understood according to the EUR-lex as discussion paper to address new topics. The aim of this Urban Green Paper is to deepen and professionalize corresponding topics through discussion, feedback and research in a multi-stage evolutionary development process. Due to the intention of this Urban Green Paper to be a “living paper”, this version is the 2nd draft. During the process to its final version, several feedback loops from the project partners, other selected stakeholders and – if possible – from political decision-makers in the CCI sector and beyond are intended. The Urban Green Paper is structured and formulated in a simple and comprehensible way, to be accessible in a broader context, to a wide readership beyond the scientific and political system. This is important, because the success of the implementation of the objectives and proposed measures depends above all on the comprehensibility. Many EU projects and also urban regeneration processes are implemented bottom-up, in a participative way with many stakeholders and the civil society included. This requires a high level of understanding of the content.

4.3 What is the cultural and creative industry (CCI)?

In order to be able to provide concrete ideas to strengthen CCIs and for the construction of a good supporting framework in the field of urban regeneration processes, an exact definition of CCIs will be needed. According to the European Commission (n.y.)²²: *“Cultural and creative sectors’ means all sectors whose activities are based on cultural values or artistic and other individual or collective creative expressions. The activities may include the development, the creation, the production, the dissemination and the preservation of goods and services which embody cultural, artistic or other creative expressions, as well as related functions such as education or management. They will have a potential to generate innovation and jobs in particular from intellectual property. The sectors include architecture, archives, libraries and museums, artistic crafts, audiovisual (including film, television, video games and multimedia), tangible and intangible cultural*

²² EU Commission (n.y.): Cultural and creative sectors.

<https://ec.europa.eu/culture/sectors/cultural-and-creative-sectors> (29.10.2021)

heritage, design (including fashion design), festivals, music, literature, performing arts, books and publishing, radio, and visual arts.”

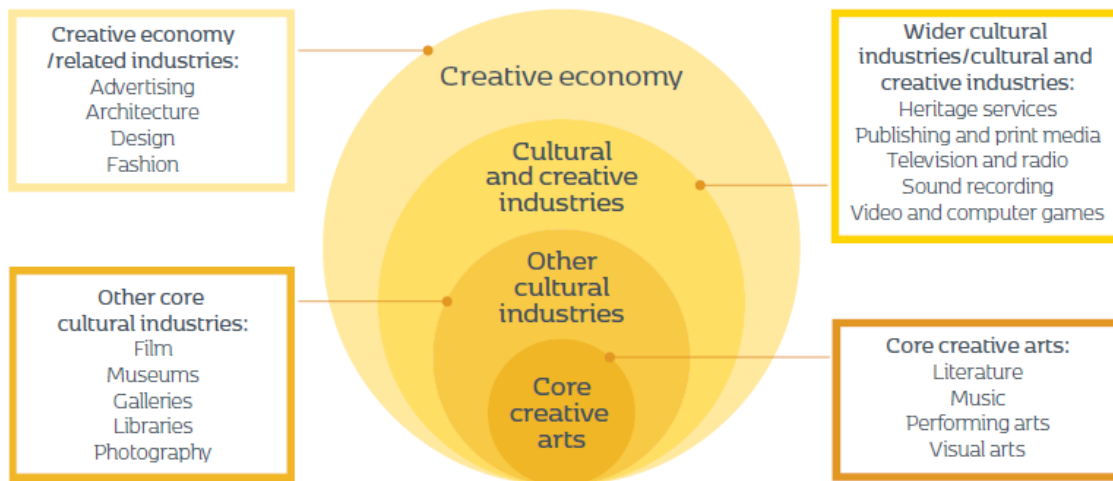


Figure 13, The Concentric Circles Model of the creative economy.²³

Nevertheless, a common definition of CCIs does not exist. Various reports and documents use the most appropriate one for themselves. However, this 2nd draft of the Urban Green Paper follows the definition of EU Commission. It provides a good insight and understanding of the sector and its linkages, impacts and outputs.

Following the understanding of the authors of this document and supported by a variety of scientific sources (i.e. Autio 1998; Ewers 1980; Florida 2012; Koschatzky 2003), policy strategy papers (i.e. Creative Europe Program 2021-2027, LEADER-Program 202(1)3-2027, Smart Specialization S3 Program or the Smart City and Smart Village approaches) and good practice examples (see later in the discussion of the CCI framework conditions), CCIs can have a major impact on economic growth, employment, social coexistence and innovation. CCIs are a growth market with multiple spill-over effects to other sectors. They are themselves producers of innovative products, but also demander of products and services from other sectors, thereby generating additional multiplier effects and additional value. CCIs are in consequence an essential component for urban and regional development and regeneration processes. A higher degree of creativity can lead to the improvement of Regional Innovation Systems (RIS). This is

²³ United Nations Educational, Scientific and Cultural Organization. URL: <https://documents1.worldbank.org/curated/en/104121621556036559/pdf/Cities-Culture-Creativity-Leveraging-Culture-and-Creativity-for-Sustainable-Urban-Development-and-Inclusive-Growth.pdf> (10.2.2022)

done by improving the innovation system's endowment with innovative actors and institutions such as universities, start-up offensives or creative urban service hubs. The regional innovation potential increases through stronger and closer networking of the stakeholders in the innovation ecosystem (Bröcker & Fritsch 2020: 196 f.) CCIs can facilitate this. Beyond these positive effects, CCIs can also contribute to urban regeneration processes.

4.4 What is “Creative” Urban Regeneration?

A concrete definition of the term “Creative” Urban Regeneration cannot be found in the theories of urban geography. Nevertheless, the term “urban regeneration” means all activities that serve to preserve, improve and purposefully develop cities or city districts (buildings, vacant areas, open spaces, land consumption, infrastructure, economic structure, environment or social/cultural structure). The aims of urban regeneration processes are diverse and varied. However, the main issues are strengthening the economic competitiveness of the location and the quality of life. Above all, it is a matter of offering attractive locational conditions to the population and the companies. This in turn leads to a positive image of the city or region and attracts people and companies to move in and settle there. Following, a self-reinforcing positive development process begins (Myrdal 1974: 25 f.).

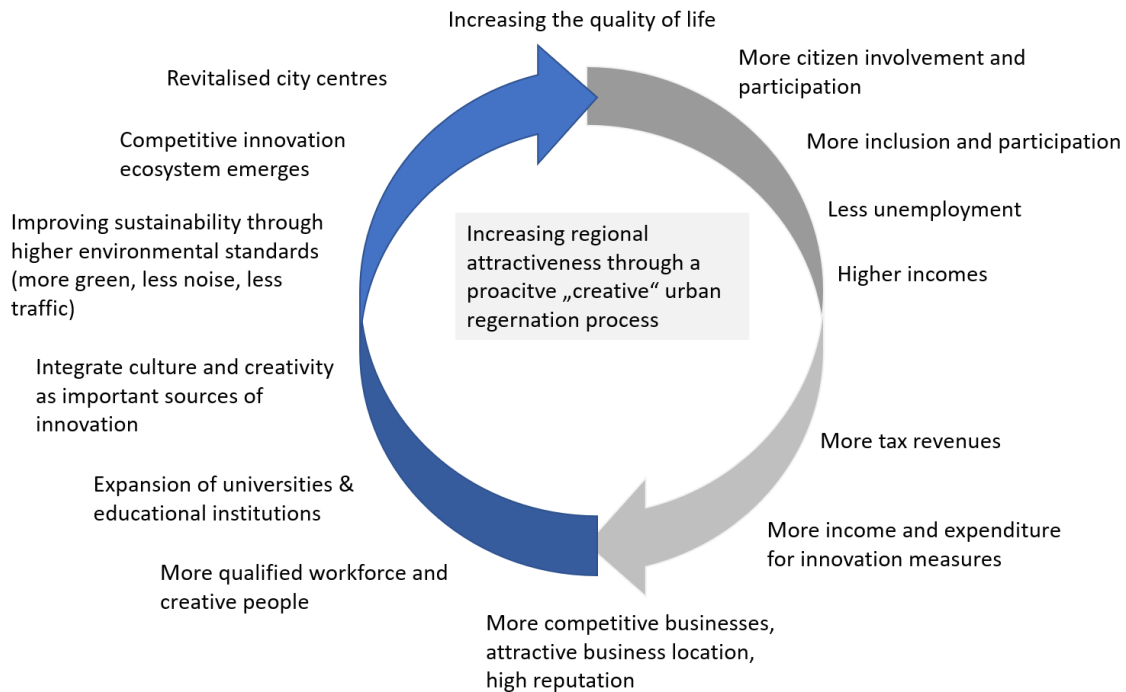


Figure 14, Circular and cumulative causation in urban regeneration processes. Zametter (2022)

Such a process requires specific strategies for development, which are usually carried out within the framework of spatial planning as a sovereign act by the municipal government, but often by strong business enterprises (global players) or branches (i.e. strong technology sectors or clusters) in cooperation, too. These players impact urban development heavily, especially in medium-sized cities. They are strong developing forces especially in small and medium-sized towns. Medium-sized cities often do not have comprehensive budgets or a critical mass to undertake urban development on a comprehensive scale. Therefore, it is primarily the business community or even individual sectors/companies that are strong driving forces. Ideally, the citizens are integrated into selected regeneration processes (collecting or bringing in new ideas or for opinion surveys) for the city government.²⁴

The additional term “creative” can be interpreted as the participation of CCIs in urban regeneration processes. The functionality mode of CCIs (innovative, open-minded, tolerant, liberal, diverse or intercultural, etc.) and the connection of the branch with other sectors create an innovative environment. It might be a part of a soft and non-physical urban regeneration model.

²⁴ Broll et. al. (2017): Diercke Wörterbuch der Geographie.

4.5 Data basis and sources

The following resources are integrated in this Urban Green Paper:

- The Danubian Baseline Study is an excellent document and was jointly prepared by 10 countries (Austria, Bosnia & Herzegovina, Bulgaria, Croatia, Germany, Hungary, Moldova, Romania, Slovenia and Ukraine) of the Interreg-project Restart_4Danube in the Danube Region, finalized in December 2020. It displays strength and weaknesses of CCIs, which are success and blocking factors for CCIs development, too. Development takes place by fostering the strengths and reducing weaknesses.
- The organized policivil (follower) workshops with stakeholders, expert opinions and good examples in the context of the Restart_4Danube project in its first and second period.
- 5 Local Action Plans (LAPs) elaborated by the project partners UPB, LCM and IPA Craiova, CCE and City of Rijeka, MOM and UM, PBN and VMOH, CCI Vratsa and Municipality of Vratsa. The LAPs show the project plans in the thematic fields, objectives, planned budgets and in part a planned implementation mechanism. The LAPs also lead to an improvement of the framework conditions for CCI development in the cities and regions of the partners. The LAPs focus on different topics:
 - LAP 1: New spaces for experimentation, innovation and entrepreneurship in CCI sector in Craiova
 - LAP 2: Sustainable regeneration of industrial buildings in Rijeka
 - LAP 3: Transit-oriented development in Maribor
 - LAP 4: Refurbishing heritage & historical buildings in Vas County
 - LAP 5: Green Urban Regeneration in Vratsa
- New issues, feedback and information from the Urban Regeneration Day in Maribor on 28th October 2021.
- Scientific Literature: i. a. E. Autio (1998), D. Campell (2009), R. Florida (2012/19)
- International and national studies, scientific papers and new reports for evidences of CCIs i.e. The Creative Europe Program (2021-2027)²⁵, EY Rebuilding

²⁵ EU-Commission. URL: <https://ec.europa.eu/culture/sectors/cultural-and-creative-sectors> (19.10.2021)

Europe Study (2021)²⁶, The World Bank – Cities, Culture and Creativity Report (2021)²⁷ or for Austria the 9th Kreativwirtschaftsbericht (2021).

- Continual feedback from project partners and other stakeholders.
- Studies on the COVID-19 pandemic.

4.6 Key issues

In the next chapters the general potential of CCIs, the targets and opportunities (capacity building, physical infrastructure and regeneration of places, creative business incubation, access to finance and networks and clusters), the instruments and needs to reach the discussed targets and opportunities as well as the capacity and distributional aspects are analysed. The differences in the needs and potentials of CCIs vary according to the level of development of CCIs in the countries, regions and cities. The Baseline Study shows in general success and inhibiting factors for strengthening CCIs in the countries of the project partners. The Local Actions Plans (LAPs) identify specific regional strengths and weaknesses for CCIs. There is no one-size-fits-all solution to strengthen CCIs. But in the following chapters, frequently mentioned aspects in the context of promoting and building CCIs for a competitive approach to urban regeneration and regional development will be discussed. It should be noted that a city or a region cannot be considered in isolation. Modern development concepts are based in this context on the understanding of "soft spaces".²⁸

²⁶ EY. URL:

https://1761b814-bfb6-43fc-9f9a-775d1abca7ab.filesusr.com/ugd/4b2ba2_406dc3efc5d849b49b4b83a01302f0ab.pdf (19.10.2021)

²⁷ The World Bank. URL:

<https://www.worldbank.org/en/topic/urbandevelopment/publication/cities-culture-creativity> (19.10.2021)

²⁸ Austrian Academy of Sciences. URL:

https://www.oeaw.ac.at/fileadmin/Institute/ISR/pdf/publications/ISR_B_2020_8_Humer.pdf (21.02.2022)

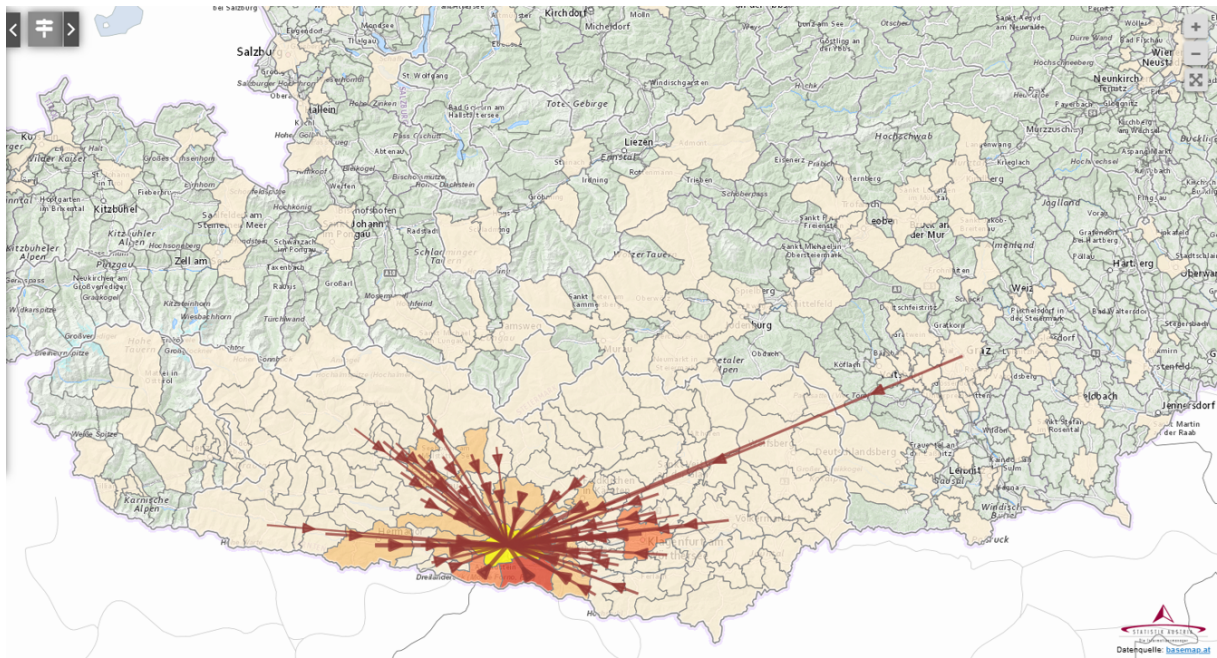


Figure 15, Commuters to the city of Villach and regional significance. Statistik Austria. Zametter (2022)²⁹. City of Villach (yellow); the commuter links reach through almost all of Carinthia and beyond.

This means that cities or regions are social systems whose significance extend far beyond the administrative boundary. They are open and developable and in turn in functional exchange with other regions and cities. This mindset is important in the design and implementation of CCIs for urban regeneration projects. It is important to include the surrounding area in the development in order to strengthen the positive spreading effects at highest level.

4.6.1 New framework conditions and planned local actions

The following framework conditions strengthen CCIs and provide opportunities for a stronger CCI involvement in urban regeneration processes. The framework conditions are clusters and filled with sub-topics accordingly. It should be noted that there are no exact delimitations of topics, as these must always be considered in a cross-divisional manner. Furthermore, the possibilities of transferring these new framework conditions into existing and the elaboration of new development programs/strategies through policy will be also discussed. In addition, parts of the Local Actions Plans (LAPs) are also included in this part, because they describe, how the activities and projects support the framework conditions of CCIs and how CCIs can be used in urban regeneration projects.

²⁹ Statistik Austria. URL: <https://www.statistik.at/atlas/pendler/> (11.2.2022)

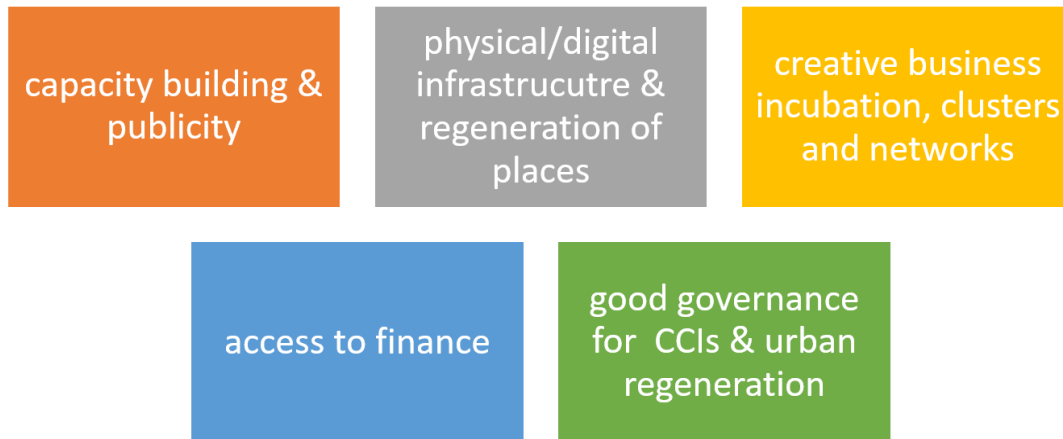


Figure 16, Framework conditions for CCIs (overview of the main aspects). Zametter (2021)

4.6.1.1 Capacity building and publicity

The United Nations (UN) define capacity-building: *“As the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world.”*³⁰ The aim of such a project is to initiate a change in order to ultimately achieve a new mindset. This new mindset can help to recognise and accept new processes and requirements and to develop and strengthen them in further consequence. Capacity building and high visibility of the project or the publicity should be considered and integrated in all areas of strengthening the framework conditions for CCIs.

Creativity, knowledge and lifelong learning are key resources of the future – because they are the key resources of the knowledge society. Jack Ma, founder of Alibaba, said 2018 at the World Economic Forum in Davos: *„Value, believing, independent thinking, teamwork, care for others... we should teach our children sports, music, painting, art... Everything we teach should be different from the machines. If the machine can do better, you have to think about it!”*³¹ Creativity and innovation are also CCIs key competences. Strengthening CCIs means strengthening creativity and innovation. In the future, it will be important for CCIs to be more in the public eye and to raise their profile. They need a ready mass or new capacities for this. In Rijeka (LAP 2) the ECoC 2020³² project enabled

³⁰ United Nations. URL: <https://www.un.org/en/academic-impact/capacity-building> (10.2.2022)

³¹ World Economic Forum 2018. URL: <https://www.weforum.org/agenda/2018/01/jack-ma-davos-top-quotes/> (10.2.2022)

³² ECoC 2020 project. URL: <https://rijeka2020.eu/en/about-the-project/what-is-ecoc/rijeka-ecoc-in-numbers/> (14.2.2022)

the region to significantly improve the scope and diversity of the city's cultural offer, expand access and participation in culture, strengthen the capacity of the cultural sector, and increase the international visibility as well as the profile of the city and the region. This initiative, an award, was the starting point for a stronger and on-going implementation of CCI in urban development. There are new opportunities in the field of or in cooperation with CCIs, especially in the education sector. The training of soft skills such as creativity, art and culture must be carried more strongly into the formal and informal education sector; starting with a holistic competence development of children from the very beginning (i.e. day-care centres for children or kindergarten).

It is not just about supporting start-ups and opening up business to business (B2B) opportunities, but about engaging and providing opportunities for the wider community, especially young people. An innovative solution was presented at the workshop in Craiova (24th February 2021). In the local technology park, a room was recreated from the NASA Challenger Space Shuttle to raise the interest in technology, engineering and science of young people through an exciting atmosphere in the classroom.



Figure 17, Challenger Space Shuttle Class Room/INNES Worldwide Rumania. Workshop Craiova. Internal use only³³

The creative and cultural opportunities in companies and other organisations should be increased too. It is important to integrate the concept of lifelong learning and creativity into the corporate culture and to establish financial resources and scopes for this. Action 1, the 3DITION workshop: Education in 3D technology, in LAP 2 focuses on this topic very strong. An easier access to knowledge, information and services with high added

³³ Website from Technology Park INNES Worldwide: URL: <https://innesglobal.ro/> (18.02.2022)

value is planned. Open access to new 3D technologies and future technologies will be offered for CCIs, SME`s and students.



Figure 18, 3D technology equipment. Production Park Torpedo.³⁴

In addition, from the perspective of the demographic change, older population groups, which will be the majority in the future, need the possibility to learn and train soft skills. This should be kept in mind, while creating new educational formats. Another success factor could be to create an easy access for the people (of all ages and qualifications) to creative work and learning. The digital transformation in particular offers great opportunities in this field. This increases the market for CCIs and leads to further income opportunities. People can participate regardless of location. New creative goods and services can be offered through CCIs. The use of digital services is continuously increasing. At this point, it is also important to link the LAPs with the possibilities of New-Work and Distance-Learning. Through digital concepts, it is possible to participate without being directly on site. In order to take advantage of these opportunities, the CCS needs to develop new skills, in order to develop new production and distribution methods and new business models. Action II of LAP 1, the Museum of Science and Technology, focuses on competitions and training schools with applicative character. Target groups to involve are people from 3 years to 99 years. This considers the constantly advancing demographic change. Action I of LAP 4, the development of mobile application in cooperation with the CCI actors, aims to strengthen the regional labour potential in the region and to overcome the shortage of skilled workers. On the one hand,

³⁴ Taken from LAP 2. Internal use only!

CCIs are affected themselves. Nevertheless, they can reduce these inhibiting factors with qualifying people with future skills.

The Future Digital Skills Report (2021)³⁵ displays the need of competences in the field of digitalization. Computer use, data security, use of digital tools for communication and cooperation, use of digital tools for digital content creation, use of digital tools to increase productivity are as important as fostering creativity and innovation. The Creative Industry Federation from UK has identified possible and important future competences that need to be strengthened in the future or that will be increasingly important.

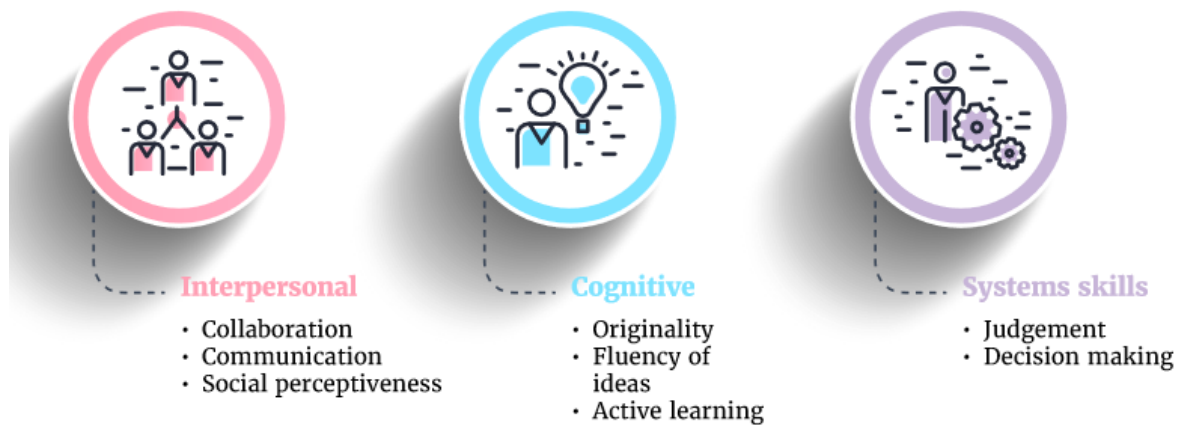


Figure 19, High demand Skills in 2030.³⁶

Study programs should cover the expectations of employers in the field of CCIs and awake an entrepreneurial spirit in young people. Hence, the development of specific and diverse study programs should be prioritised. They also acquire entrepreneurial and economic knowledge. On this basis, the diversity and various perspectives in the higher education institutions (HEI) increases, which leads to more creativity. To enlarge the diversity, Erasmus programs can attract foreign students and with an exchange of different ideas and aspects innovation and creativity will be established. Action II of LAP 1, Museum of Science and Technology, is a response to the pressing problems in the education system, which faces declining interest in science and technology. In addition, Action III, industrial park for software and new technologies, plans trainings in digital education in cooperation with schools and interested stakeholders. The training projects

³⁵ ATOS (2020): The Future of Skills. Driving skills development in a fast changing world. <https://atos.net/wp-content/uploads/2021/03/future-of-skills-report.pdf> (29.10.2021)

³⁶ Creative Industry Federation. URL: https://media.nesta.org.uk/documents/creativity_and_the_future_of_work_1.1.pdf (10.2.2022)

strengthen and promote future skills. In order to strengthen CCIs, it is important that a new mindset is created. Easy access to knowledge and technology is just one component of it. Arising interest and pointing out future opportunities should also be promoted. Creativity and culture can positively influence transformation processes in cities and regions.

The presence of HEI and trainings opportunities will also be needed after the graduation to establish lifelong learning of people. Therefore, students and professors as well as universities and companies should be well connected in the field of CCIs. For example, students can be included to develop projects and processes. CCIs should identify the need for research and development (R&D) and increase the academic focus on CCIs. Hence, there are an ongoing exchange and synergies between HEI, R&D, the next generation of entrepreneurs and employees and the CCIs themselves. In Action I of LAP 3, piloting a collaborative platform for Smart city between Creative industry actors, digital innovation hub and the City of Maribor, is strong connection to University of Maribor in the field of digitalization and inclusion of digital technologies. In the recommendations of Action III, education & creativity - setting-up an open space for creativity and new forms of education at all levels, the environment of CCIs should be strengthened to improve cooperation in the regional innovation ecosystem. The aim is to strengthen cooperation between municipalities and universities and to develop the current triple helix into a quadruple helix. For this reason, there should be more space for culture and arts in R&D institutions and HEI, to strengthen the creativity. Nevertheless, the need of digital sciences should be kept in mind. Digitalization already might be the basis for innovation today and become the basis for innovation in the future for sure.

Another important factor for capacity building is cooperation. Besides the exchange of R&D, HEI, their students and CCIs, partnerships between CCIs and municipalities should be built. CCIs need support from local authorities, which can create incubators, co-working spaces, support local associations and involve experts in the development of innovative strategies at the local and regional level. Action I of LAP 3, piloting a collaborative platform for Smart city between Creative industry actors, digital innovation hub and the City of Maribor, succeeds in reaching as many people and potentially interested parties as possible via a QR code at the chair of the bus and a linked digital platform. It connects the "real" world with the creative digital one in an easy way. It is also about revisiting the central theme of urban development in a new and innovative way. A rethink is needed in cities with regard to public transport to make it more

attractive. Create an environment for new technologies and concepts (e-mobility, sharing economy, multimodality).



Figure 20, QR Codes on city buses (new products and services).³⁷

This increases the level of awareness and the interest in CCIs is strengthened by highlighting events and opportunities for participation. People spend a lot of time on the bus, which can be used to inform themselves. CCIs and projects are thus perceived more strongly by civil society, potential investors or future employers.

In addition, EU policies should be implemented to support CCIs. At this level, cross-border cooperation can be built, to expand and to reach international publicity. Such expansions can also affect the regional and local level positively. LAP 1, new spaces for experimentation, innovation and entrepreneurship in CCI sector, includes a cross-border dimension of Romania and Bulgaria. The CCIs have the potential to connect regions and locations across borders more strongly. Arts and culture are liberal sectors, which can serve as basis for good cross-border cooperation and strength and in consequence, be further developed. E.g. themes and aims of previous projects (CREATWIN)³⁸ have remained unachieved. These can be revived under the new framework conditions in the economy, society and the environment.

³⁷ Taken from LAP 3. Internal use only!

³⁸ CREATWIN. URL: <https://www.creatwin.eu/> (14.2.2022)

Besides cooperation, competition is important, which can be boosted with awards and titles and can attract talented people. With the participation at competitions, the chances arise to show the singularity of each enterprise in the field of CCIs and to increase the visibility of CCIs in the public. Official challenges also might be starting points for further projects and cooperation. There is currently a corresponding project in Carinthia, where creative ideas are being sought. Besides submitting ideas, the implementation process can be followed. This increases the motivation for participation. Open Innovation Carinthia³⁹ is an essential element of the digital transformation of local government and a part of the overall Digital Carinthia project. The Carinthian municipalities are working closely with the educational institutes of the province, especially the University of Klagenfurt and the Carinthian University of Applied Sciences, and the Carinthian business community such as the Carinthian Chamber of Commerce. On several permeable process levels, all citizens as well as the regional economy are invited to participate creatively in shaping their own living space. The aim is to continuously generate a multitude of ideas on regional and municipal issues, implement them in a meaningful and sustainable way and make them generally usable. In addition, such competitions can be the platform for conferences, where findings of the R&D can be presented and discussed. Hence, researchers, entrepreneurs, students and local authorities might come together and further discuss and develop the future of CCIs in the region. In consequence, the dissemination of information in the public, in R&D and HEI institutions, at the chambers and within the community of CCIs is important. Stakeholder will know about the status quo, next steps and the further developments. With the development of study programs, with the cooperation of HEI, entrepreneurs in CCIs, local authorities and R&D, with the involvement of culture, arts and creativity in R&D institutions and with competitions, CCIs will fully be recognised in the economy. Their economic potential of creativity is their unique selling point.

4.6.1.2 Physical/digital infrastructure and regeneration of places

CCIs and creative people need physical space to try out or test their visions. Especially cities but also rural areas (as an important part of functional spaces or city regions) need to establish organized creative places e.g. in the form of renewed garages, open technology labs or makers spaces, because citizens often don't have room in their private living space and they also often don't have the financial resources for the requested infrastructure (3D printers, special software, microscopes, machines). LAP 1 – new spaces for experimentation, innovation and entrepreneurship in CCI sector; LAP 2 – sustainable regeneration of industrial buildings, LAP 4 – refurbishing heritage &

³⁹ Ideas for Carinthia. URL: <https://ideen4kaernten.at/ideenwettbewerb/> (14.2.2022)

historical buildings, and LAP 5 – Green Urban Regeneration focus on strengthening this framework conditions. In order to establish successful CCIs in urban areas, innovative spaces have to be created. CCIs, entrepreneurs in the field of CCIs and innovative start-ups absolutely need technological infrastructure.



Figure 21, Production Park Torpedo Rijeka.⁴⁰

Such as LAP 2 implements two renovated facilities that was an industrial centre in the past. Torpedo Production Park and the Children's House are fully equipped for the implementation of programmes aimed at familiarising various target groups with the possibilities of the latest technologies to develop their creative potential. Children's House will be so much more than just a place where children can go to read, draw, or paint. While they may indeed do so, they may also immerse themselves in various other forms of arts and culture such as film, music or theatre.

Production park Torpedo is settled in the ex-industrial hall, which was refurbished and repurposed within EU project *“Reconstruction and conversion of ‘Hall 14’ into technological and educational incubator for entrepreneurs”*. Old infrastructure, industrial legacies (revitalization and re-use), vacancies can be used for that.

⁴⁰ From LAP 2. Internal use only!



Figure 22, Rikard Benčić factory complex in Krešimirova Street in Rijeka. LAP 2 (Sustainable regeneration of industrial buildings)⁴¹

Three buildings, in the Rikard Benčić factory complex in Krešimirova Street, are being transformed to provide bigger and more suitable accommodation. This will benefit the City Museum of Rijeka, the Rijeka City Library, and the Children’s House – it is the first building in Croatia dedicated to the development of creativity in children. This attracts new people to the city. In addition, there are economic effects, because many start-ups and innovations have already emerged this infrastructure. However, these concepts need a specific philosophy, for example *"Inspiring community spaces that invite to share and realize visions and ideas with each other"*.⁴² In addition, such facilities are popular meeting places for exchange, face-to-face contact and networking. They revitalise city centres and occasionally lead to start-ups, as they have a certain entrepreneurial spirit. LAP 5 focuses on Urban Green Regeneration. The LAP will implement two initiatives in order to raise awareness about: 1) unpopular green urban spaces; 2) different ways for spending more time in creative urban green spaces. This aims to promote different ways of spending time on the urban open area, both for children and for adults. In the context of modern urban regeneration processes, the challenges of climate change must be taken into account for urban development. This requires the preservation of as many green spaces as possible, compact forms of settlement and the prevention of urban sprawl. Urban green revitalisation of city centres requires open green zones, new forms of

⁴¹ EU-Commission. URL:

https://ec.europa.eu/regional_policy/en/projects/Croatia/new-cultural-life-for-historic-factory-complex-in-rijeka-croatia (18.02.2022)

⁴² OTELO (n.y.): Die Otelo Vision. <https://otelo.or.at/ueber-otelo/idee-vision/> (29.10.2021)

mobility (e.g. expansion of bicycle mobility), clean green energy and spaces for creative work and knowledge exchange. The Agenda 2030 and the UN's Sustainable Development Goals (SDGs)⁴³ can be directly integrated to strengthen this field.



Figure 23, Future Vision of Town Park Vratsa. Bulgaria. Workshop presentation Maribor (LAP 5). Only internal use!⁴⁴

The implementation of the vision will take place within the framework of the urban development strategy 2021-2027. In order to bring the topic more into the public's eye, there will be events supported by CCIs (dance, fire shows, music). The urban renewal also involves the tourism sector. It also offers the opportunity to use green technologies and concepts of regional food production. For the future of urban development, it is important to protect the soil, to keep soil sealing low, protect green spaces and promote biodiversity. Modern city life and many creative green spaces are tried to be harmonised in order to improve the quality of life and the attractiveness of the city. Quality of life and economic growth are strongly linked.⁴⁵

⁴³ SDG's. URL: <https://unric.org/en/united-nations-sustainable-development-goals/> (14.02.2022)

⁴⁴ More information. URL:

<https://www.themayor.eu/de/a/view/new-recreational-opportunities-vratsa-will-renovate-the-town-park-7522> (18.02.2022)

⁴⁵ Good example from Austria/Villach (Limitless Green): URL:

<https://villach.at/stadt-service/umwelt-und-natur/gruene-woche> (18.02.2022) [Topics: Climate Change, Re-Use, Urban Gardening, Nature park kindergarden, green-energy, modern mobility]

Open space projects are more successful, if the municipality is involved, the driving force or an indirect economic sponsor. Municipalities can make their vacancies available or rent buildings (communities go into contact with the owners) and make them available. The municipality often has better possibilities to set up contracts and to introduce rent brakes to the owners of the buildings. This is important because in particular SMEs or interested private individuals often cannot raise the financial budget for rents. Regarding the great challenge of growing land use, it must be discussed whether the monument protection should be adapted so that the building can be used in a modern and sustainable manner for the regeneration of places. There are good examples in the Danube region (i.e. also discussed on the Urban Regeneration Day in Maribor, LAP 4) where it works. Such initiatives need to be explored in more detail. With regard to the problems with the reduction of land, mobile containers can be set up – for example garages as shown in the follower policivil workshop in Carinthia. They can be used flexible and are quite popular. This corresponds to the modern urban development approach of the “*double inner development*”⁴⁶ of cities. In this context, we must always think twice. This means the creation of compact settlements and at the same time a green development of cities and living spaces with a factor of quality of life. Qualified workers and innovative companies prefer locations with a high environmental quality. The quality of life factor is becoming increasingly more important in locational decisions (living, working, education, tourism and production).

In addition, the protection and preservation of cultural heritage should be focused. The development of cultural heritage might be an idea to keep it alive. The link of cultural heritage with digitalization might be a solution. Smart solutions in museums, e.g. 3D walks, can be interesting aspects for development and innovation in culture and arts. Urban regeneration and the regeneration of places does not always have to start with a lot of money. For example, in LAP 4 in Action I, development of mobile application in cooperation with the CCI actors, and in Action II, promotion and introduction of a cultural heritage with creative tools, the attempt is to increase the public accessibility (regardless of location) of the cultural heritage in the inner City of Kőszeg via 3D technologies and AR/VR. Experts, students of secondary schools and the local university are involved. So, small projects can also revitalise the city or parts of it, with great effect (see also examples of “*Creative and Urban Regeneration Days*” conference – Library Under Treetops⁴⁷ or presented hackathons and speed datings to exchange business

⁴⁶ German Institut for Urban development. URL:

<https://difu.de/nachrichten/was-ist-eigentlich-doppelte-innenentwicklung> (14.02.2022)

⁴⁷ Library Under Treetops. URL: <http://www.knjiznicapodkrosnjami.si/en/> (29.10.2021)

ideas). In this concept, small cosy reading corners are set up in the city, at favourable places – e.g. small squares, stairways, creative corners in the city – and on urban lawns.



Figure 24, Library Under Treetops.⁴⁸

In consequence, the city centre revitalises and leads to more social exchange and strengthens the bond to the place as well as the creative potential. In the follower workshop in Carinthia, the quality of life in the city centre was significantly increased by artistically designed light installations, too.⁴⁹ Small old and unattractive neighbourhoods or streets can also be revitalised. The quality of life and the satisfaction increases there through very simple and inexpensive measures (e.g., traffic reduction, paintings, bicycle parking spaces, sharing and cycle paths, greening with plants, new bus station). CCIs can be used to shape a transformation. A modern creative meeting zone can be created. The buildings can be revitalised and modern aspects of city life can be adopted. The focus of tomorrow's urban planning is on and with people. From these first steps, a successive upward process emerges: the apartments will be rentable again, small shops will open. It enables new forms of urban life and an understanding of public space.

⁴⁸ Photo from presentation in Maribor. Only internal use!

⁴⁹ Colorful umbrellas bring charm to the city. URL:

<https://villach.at/stadt-erleben/freizeit/erlebnis-altstadt> (29.10.2021)



Figure 25, Project Open Koroška. Urban Regeneration Conference Maribor.⁵⁰

Other aspects, linked to the regeneration of places and the need of physical/digital infrastructure for CCIs, are the implementation of combined smart solutions between the real everyday world and the digital possibilities of CCIs and the involvement of many city dwellers and tourists interested in the creative economy. One of the aims in LAP 3 – transit-oriented development is the creation of a collaborative platform for Creative industries players to contribute to an increasing attractiveness to public and green transport in the city of Maribor. It represents a digital solution (based on QR-Codes in the public transport systems) that will contribute to the inclusion of CCIs in the creation of the Smart city Maribor strategy and action plan for the strategic area of mobility. CCIs become a benefit for the regional infrastructure. Also, the visibility and importance of CCIs in the population would increase. The approaches Smart City or Smart Village would be a chance for the development of the whole region. These approaches integrate smart solutions and are thus consistent with the fields of activity of CCIs. Such developments might be led by CCIs, R&D and their cooperation. Such innovation increases the visibility of CCIs and their importance in the economy enormously. For

⁵⁰ Photos from Urban Regeneration Day in Maribor. Internal use!

example, the EKO8 initiative in Maribor takes place in a former factory. Events are held, modern art exhibitions are presented. This brings an international audience to the city. Urban regeneration topics, discussion rounds about future topics in city, societal and environmental development and visits are carried out. CCIs are important drivers for urban development as the example shows.

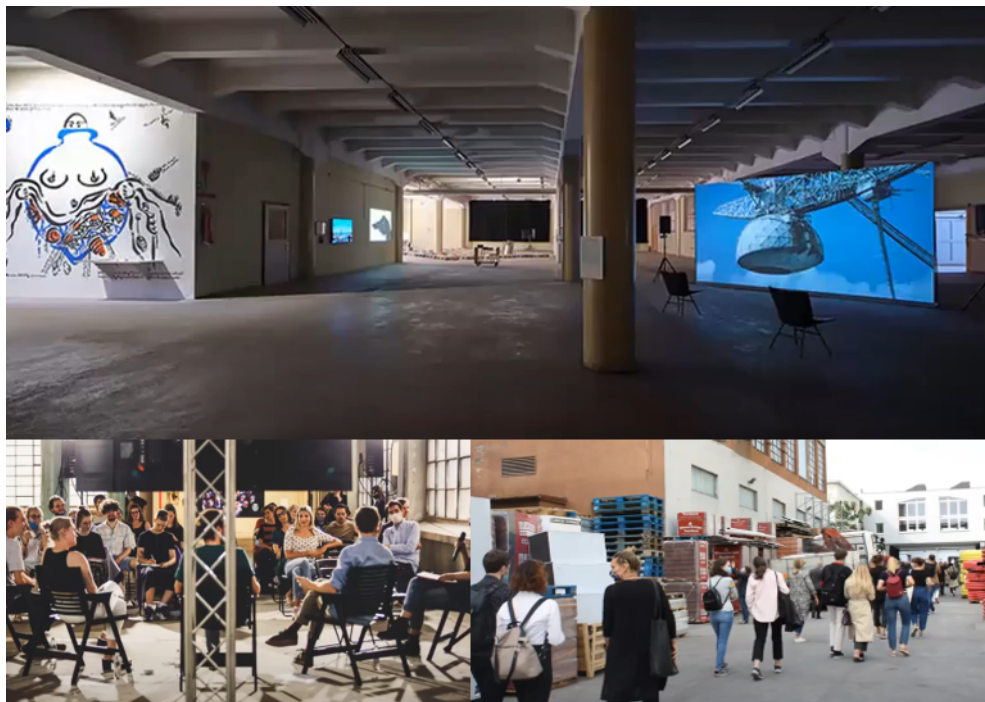


Figure 26, EKO8 International Triennial of Art and Environment. Re-Use of MTT factory in Melje, Maribor.⁵¹

Many digitization projects cannot be implemented in urban regeneration processes, especially in small towns, when the technology infrastructure is not strong enough. Many projects in the approaches and programmes of Smart City or Smart Village are stalling in their development, due to the limited tempo of the internet. Here, it is important to offer new funding with the federal government and the EU, otherwise the digital transformation process cannot continue. In Carinthia, the first 5G playground has just been created in the Lakeside Technology & Science park. In this area, research is conducted, how 5G can be stronger integrated in Smart Cities.⁵²

⁵¹ Photos from Urban Regeneration Day Maribor. Internal use!

⁵² 5G Playground Carinthia. URL: <https://www.lakeside-scitec.com/forschung/5g-playground-carinthia> (29.10.2021)

LAP 4 and LAP 5 are strongly linked in terms of content. LAP 4 (Refurbishing Heritage and historical buildings/Action II: Promotion and introduction of a cultural heritage with creative tools) will focus on making the cultural heritage of the region accessible to all through new 3D technologies and AI. Interesting insights into culture and architecture as well as handcrafts with production practices are being developed. The village acts as a creative place of excursions for families and guests. In cooperation with the Secondary Schools of Arts and Technology, new creative forms of collaboration and valorisation/visualization are being developed.



Figure 27, Vas Museum Village in Szombathely. From Workshop presentation in Maribor [LAP 4].

The aim is to creatively combine history, settlement structures, environment, culture and technology. In LAP 5 (Urban green regeneration/Action I & II: Raise awareness campaign of green urban spaces and historical heritage), an attempt will be made to make the city more valuable with the environment, e.g. picnics, green parks, sustainable lifestyles, regional food⁵³, but also close trips to the potential recreation area to the neighbouring nature park Wratschanski Balkan with impressive waterfalls, rock formations and wood.



Figure 28, Action I: Organization of an urban picnic. Workshop presentation in Maribor (LAP 5).

The quality of life factor increasingly is a central element for economic growth and sustainability especially in the post-COVID19 pandemic. We have to learn to live together

⁵³ Regional food as also a cultural product you can see in the “Slowfood” approach in Austria. URL: <https://www.slow-food.at/> (18.02.2022)

again; reduce social divides and build trust and security. By combining "old spaces" with new creative ideas and technologies, an updated and upgraded form of quality of life is created.

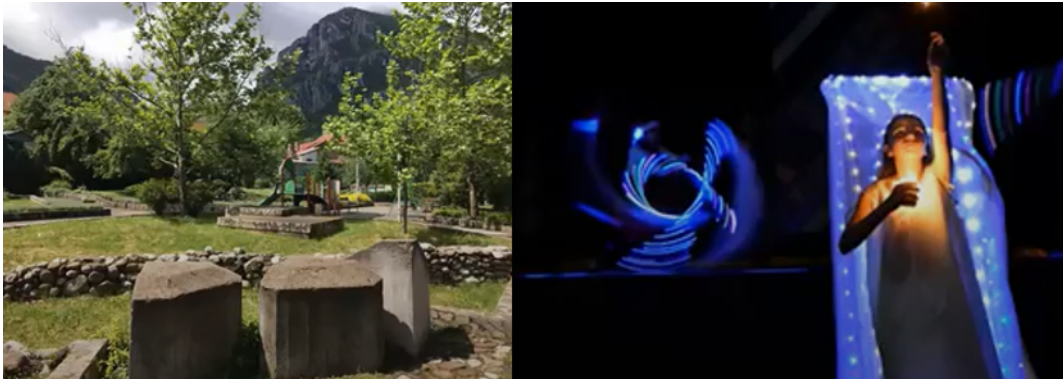


Figure 29, Mogilanska Mound as a fundamental cultural heritage. Workshop presentation Mariobor (LAP5).

The historical heritage close to Vratsa in the form of the Mogilanska Mound treasure and the Rogozen treasure will be given greater value in Action II. The treasure has a great historical and cultural significance. The significance of this heritage is growing for the people in the region. Creative cross-sectoral events such as a treasure hunt, music, lightshows are planned in cooperation with various stakeholders such as the city government, the economy, tourism, the creative industries and the local population. This creative and participatory approach increases the visibility of cultural heritage and generates more interest.

4.6.1.3 Creative business incubation

The already mentioned important aspects for the development of CCIs are education, cooperation and competition for capacity building and the creation of physical/digital infrastructure through the regeneration of places. In order to bring these aspects together, creative business incubators should be built. With creative business incubation, the cooperation of CCI enterprises and R&D projects is activated. Know-how is used in synergies and know-how is bound. Cities, regions, enterprises or universities (or in cooperation) can support CCIs with rooms and infrastructure i.e. as a part of special start-up programs. In particular, the LAPs 1 and 2 target these framework conditions of CCIs. The aim of Action I in LAP 1 is creating a center for technology and business incubation, with dedicated spaces for artists and creators from creative industries and support services for promotion and marketing of innovative products, local / regional and international with the support of the Restart_4Danube project partner network. The objective of the measure is to realise a physical and virtual infrastructure for a centre for

business creation and technology transfer. Professional partnerships and support services in the form of a Creative Urban Service Hub will strengthen the CCIs in their activities and increase their visibility regionally, nationally and internationally. Also LAP 2 has implemented city incubator network with an emphasis on creative technologies and IT industry. The planned incubator Energana is a future business incubator for creative technologies and IT industry, located in the power station of Rijeka former paper factory. It will focus on SMEs and start-ups from the fields of IT/AI/IoT, game development and photo/video production. Generally, incubators are providing not just physical space and equipment, but also expertise and know-how to its beneficiaries.⁵⁴

In Craiova Workshop (21 February 2021) a modern technology and business incubator park was presented. It was opened in cooperation with INNES Worldwide Incubator. It uses the regional innovation potential in the areas of technology for urban and regional development and to support young creative people and start-ups in the implementation of their creative visions. The park focuses on technology and technology transfer in the fields of agro-tech, IT, medical technologies and block chain technologies. The network offered is global. Marketing, organizational processes and services are also offered.

⁵⁴ Feedback from Partners 1st draft Urban Green Paper.



Figure 30, Model INNES Worldwide Rumania. Technology Park and Incubator Craiova. Workshop Data. Internal use only!⁵⁵

Another but less complex example, which means it also works with less financial power, is the Gründergaragen in Villach. The "Gründergarage" of Carinthia University of Applied Sciences (CUAS) – presented at the follower policivil workshop in Carinthia – is a good existing example of service facility for prospective entrepreneurs on their way to self-employment. An experienced team with a broad network of experts provides support through personal coaching, constructive feedback and networking with experts inside and outside Carinthia. The Smart Lab Carinthia is a high-tech prototyping laboratory for technical start-up projects. Through regular events and long-standing networking in the Carinthian start-up scene, the founders are integrated into a lively community of like-minded people.

⁵⁵ INNES Global. URL: <https://innesglobal.ro/about-us.php> (18.02.2022)



Figure 31, CUAS founder garage for creative start-ups.⁵⁶

In Villach, an attempt is currently on the reduction of vacancies in the city centre. Often, innovative entrepreneurs do not have the start-up capital to pay rent. With the initiative of the city of Villach "My Shop - My Idea"⁵⁷ and in cooperation with the Carinthian Economic Development Fund, 75% of the rent is paid for the first 6 months. This business promotion can be a good starting point. Creative companies must apply with their business idea. Although this is not directly an incubator, it follows this logic that creative companies should be promoted more strongly, especially in the initial phase. Consultancy and start-up support are included. Cooperation with the business academy school in Villach is also included.

⁵⁶ CUAS founder garage. URL:

<https://www.fh-kaernten.at/news/detail/smar-te-gruendergaragen-fuer-innovative-start-ups-1>
 (16.02.2022)

⁵⁷ Mein Shop – Meine Idee. URL: <https://villach.at/meinshop> (15.02.2022)



Figure 32, My idea - my shop in Villach.⁵⁸

Key facts about the programme:

- Rent subsidy: The City of Villach pays 75% of the rent and operating costs for a period of six months, up to a maximum of 800 EUR per month. This allows interested parties to try out an attractive business premises in the city centre with an attractive rent. The subsidised business premises are selected by the City of Villach with regard to size, location, attractiveness, etc. and will be announced here on the site from January.
- Bonus: The KWF pays the entrepreneurs a one-off prize money of up to 3.000 EUR for opening a business.
- Further support: Assistance with permits, a network meeting with other successful inner-city entrepreneurs to exchange experiences, as well as marketing measures on the part of KWF, the City of Villach and City Marketing for ideal media accompaniment.
- Cooperation with the Business Academy Villach (HAK): Within the framework of "My Idea - My Shop", the winners have the chance to draw on the extensive economic and practical knowledge of students from the HAK Villach. Supported by dedicated teachers from the StartUp and Management department, the

⁵⁸ My idea - my shop in Villach. URL: <https://villach.at/meinshop> (16.02.2022)

submitted business ideas can be supported in the context of diploma theses and project work. HAK Villach and its students have been awarded several times in the past for the outstanding quality of their projects.

Personal connections, good information flow, good international connections are strong advantages of creative business incubations, which link CCIs, HEI and other stakeholder at local, regional, national or/and international level. Through these incubators, internationalization can be seen as an opportunity for qualification, more learnings and know-how transfer. Such incubators develop the region (e.g. IT hubs lead to regional digitalization processes). Synergies are possible and responsibility is shared. For examples, events like the “creative and urban regeneration days” conference in the context of the Interreg-project Restart_4Danube, can be the starting point for further connections. Above all, with the presence of creative business incubation, the problem of “start-up drain”, the migration of talented young people to other regions and countries, is faced. In addition, training and education can be organized or communicated by incubators.

4.6.1.4 Networks and clusters

Besides the establishment of hubs and incubators, a stronger cooperation between CCIs and other sectors, experts, coaches, scientists and companies can also be successful developed via networks and clusters. The spatial proximity to partners and competitors can bring development advantages known as agglomeration advantages. These advantages of proximity lead to cluster and network formations. Important aspects are the personal connection and trust as well as time resources and constant communication.

Networks can lead to innovation across a range of sectors, but key players should be involved. That’s why, local authorities, HEI, NGOs and the enterprises should be included. As problem might arise, the bureaucracy and lack of flexibility of local authorities and the rivalry of different CCI enterprises. Nonetheless, cooperation and the creation of networks and cluster are an opportunity, to work together, network and compete for a common development. Competition is also an important driving factor to develop innovation and to create spill-over effects. LAP 2 – sustainable regeneration of industrial buildings – is based on the mindset and experience that networks and clusters encourage faster development of science and entrepreneurship through the synergy of scientific, technological and entrepreneurial potentials of the University and the region. I.e. the RiHub⁵⁹ center, a creative hub that gathers entrepreneurs, professionals,

⁵⁹ RiHub Center. URL: <https://www.rijeka.hr/en/rihub/> (14.02.2022)

freelancers, artists, experts and future entrepreneurs in cross-sectoral collaboration and exchange.

In Carinthia, a new player in the creative industries and innovation management scene was established, the See:Port⁶⁰. The See:Port is located in the high-tech quarter of central Carinthia, near Villach and with 500 m², it is the largest open and actively managed work and innovation space in Carinthia and southern Austria. With events, investor talks, successful practices from the start-up scene and diverse cooperation with the government, the municipalities, other networks and HEI, the aim is to strengthen and professionalise the creative industries in Carinthia. The See:port is part of the SURAAA project⁶¹, which is about to position itself as an innovative showcase region throughout Europe, to strengthen its attractiveness as a business location and to promote innovative projects in the areas of automated mobility, entrepreneurship and innovation.

In order to be able to cooperate in networks and clusters, they need to be established. CCIs, HEI, local authorities and chambers, NGOs and other stakeholders should be included. Information about potential partnerships needs to be shared. Interaction between clusters and CCIs should become routine and strong start-up communities should be built. These networks include the possibility to reach rural areas and smaller cities, to avoid the lack of innovation competencies in less favoured areas, which were discussed during the “Creative and Urban Regeneration Days” conference in Maribor.

In order to become part of a strong network as a CCI or a city concerning new models of urban regeneration processes, different possibilities were shown and presented in Maribor. I.e., the Creative Europe Programme (2021-2027)⁶² has got contact points/counselling centres in the Member States and versatile digital information. The Enterprise Europe Network⁶³ also offers national contact and advice points. The main aim is to support SMEs in the implementation of their innovative ideas and to grow stronger internationally. The Enterprise Europe Network is the world’s largest business support network, which supports companies with 3.000 experts in 60 countries in all questions concerning internationalisation and in the search for cooperation partners.

⁶⁰ See:Port. URL: <https://www.seeport.at/seeport/eindruecke-videorundgang/> (14.02.2022)

⁶¹ SURAAA Project. URL: <https://www.suraaa.at/> (14.02.2022)

⁶² Creative Europe Program. URL: <https://ec.europa.eu/culture/de/funding-creative-europe/ueber-das-programm-kreatives-europa> (14.02.2022)

⁶³ Enterprise Europe Network. URL: <https://een.ec.europa.eu/> (14.02.2022)

The UNESCO Creative Cities Network⁶⁴ offers cities opportunities to participate in creative and sustainable urban regeneration. To become a member of the UNESCO Creative Cities Network, applicant cities must submit an application that clearly demonstrates their willingness, commitment and ability to contribute to the network's goals. The network covers seven creative sectors, which cities can select according to their preference for a particular sector of the creative industries to dedicate their talent and energy to. Cities have to present a realistic action plan with concrete projects, initiatives or actions to be carried out over the next four years to achieve the network's objectives. Through all these programmes, contact can be made with the national contact points and further information can be obtained. It is possible to become directly part of a larger network or programme or at least to address the regional bodies (cities, municipalities, EU LEADER-regional management, private service hubs or universities active in these fields). The possibilities vary in the countries as the Baseline Study shows, but also as the SWOT analyses in the LAPs show. However, it is of central importance that there are contact persons and support structures. These are success factors.

At the follower policy Workshop at CUAS, the advantages of clusters were discussed, due to the importance of clusters (technology, economy and science) for the growth of companies and for of the regional development in Carinthia. It already exists a strong cluster culture in the Carinthian central region that has existed for decades and is continuously growing. The clusters mainly focus on microchip production and the field of information technologies and software. In addition, many successful start-ups started their businesses in Carinthia, that have become global players out of this favourable environment. For example, the company Bitmovin⁶⁵ located in the creative industry (digital streaming solutions) is on its way to become a "unicorn" with a market value of 1 billion euros.

⁶⁴ UNESCO Creative City Network. URL: <https://en.unesco.org/creative-cities/creative-cities-map> (14.02.2022)

⁶⁵ Bitmovin. URL: <https://bitmovin.com/> (14.02.2022)



Figure 33, Science and Technology Park Lakeside Carinthia.⁶⁶

An event or a conference (like the Creative and Urban Regeneration Days Conference in Maribor) might be a starting point for networks and clusters and chambers can act as contributors – in terms of funding, organizing events and organizing networks. Especially, associations funded by chambers, can become a joint platform of communication and organize trainings and workshops as well as the network itself. The Innovation Congress will take place again next year in Villach. This is one of the largest events worldwide in the field of innovation management, digitalization, start-ups and creativity.⁶⁷ Such major events have far-reaching power. Even in the run-up to the event, the city's development can be positively changed with appropriate activities and marketing. CCIs play a strong role in this context. Politicians and the business community want to perform well, and this could provide a decisive impetus for the promotion of CCIs in the context of urban development. Such events can significantly raise the public awareness for the sector and highlight its benefits for the urban development.

Existing networks and clusters might venture the next steps towards a stronger internationalization (see programmes above and the example of an international congress). Cooperation can arise through EU funded projects or when the networks and clusters are open for new partnerships and begin to build contacts abroad. The interlink of EU funded projects might be fruitful, as discussed during the “Creative and Urban Regeneration Days” conference. In order to obtain a sustainable development for CCIs, they must be included in cooperation programs and development programs more than before. For this, it is necessary to show the positive effects of the sector and to develop intersections for a stronger cooperation. In addition to public institutions that promote

⁶⁶ Carinthia.com. URL: <https://www.carinthia.com/de/forschung-innovation/technologieparks/> (16.02.2022)

⁶⁷ Innovationskongress Villach. URL: <https://www.innovationskongress.at/> (14.02.2022)

creativity, there are also private organisations that address the issue, such as think tanks. These often see themselves as innovation, thinking, working and co-creation spaces. Such initiatives can also be promoted by the public sector in the form of public-private partnerships.

4.6.1.5 Access to finance

Besides education and training, cooperation and physical infrastructure, CCIs need financial support and venture capital to realize innovative ideas, to be able to act innovate and to develop. Financial support can be of the origin of EU funding, of public local, regional or/and national authorities and of investments from privates. The SWOT analyses from the Local Action Plans (i.e. in LAP 1: 8 “public finances as a threat” and in LAP 2: 10 “*The study reveals main issues CCI is facing with: lack of venture capital and finances.*”) show that due to limited public funding, there are often financial gaps in the realisation of creative ideas or start-ups. The baseline study analyses (2020: 16): “*Among main weaknesses of the innovation profile of the regions for CCIs, financial issues were outlined with venture capital missing (Austria, Croatia) and finances (Moldova, Romania, Ukraine)*”. Especially, private investors shall feel safe and comfortable and corruption and forms of extortion must be eliminated. In the case of public funding, it might be a question of political leadership and of the topics prioritized by the politics. Sufficient information about these funding and EU funding is needed and the efficiency in the spending should be discussed and improved.

Nonetheless, the project funding is a problem, because it does not lead to sustainable, long-term solutions. Long-term solutions might be strategies over years, written by public authorities at all levels in cooperation with CCIs and HEI. Hence, all main stakeholders are involved in the development process and decide together, what is needed in the next years/future to act innovative and to develop CCIs. This means for CCIs, that growth financing in particular can be more difficult, as long-term financing and thus long-term planning of growth are at a disadvantage.

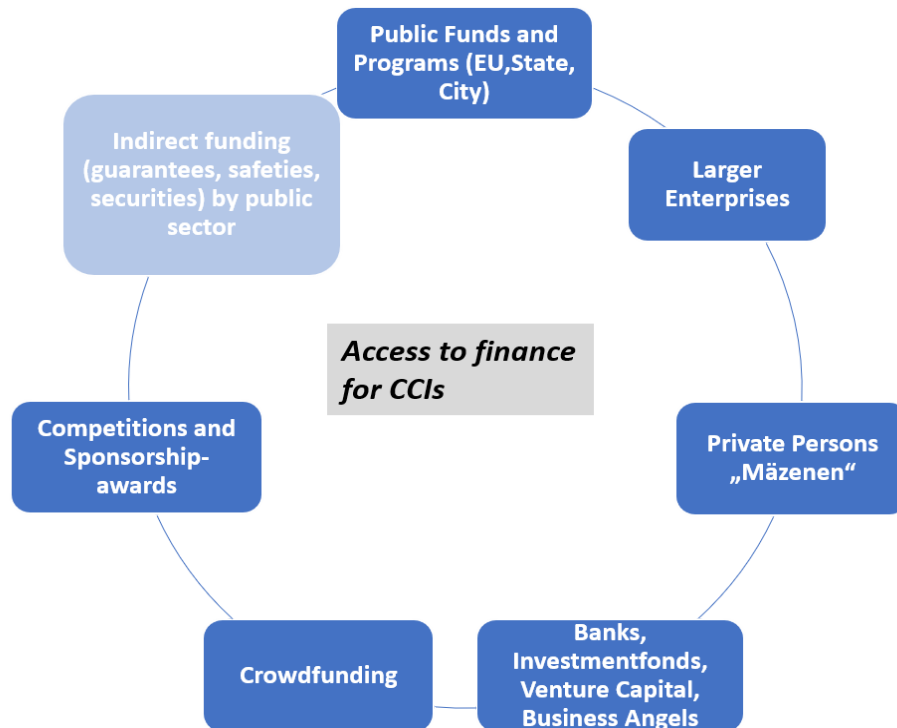


Figure 34, Financial instruments and funding for CCI, Zametter (2021)

For CCI it is more difficult to acquire capital and funding because of the sectoral structure. Often, there is a lack of economic guarantees, small scales and business structures, lack of liabilities, low economic expertise, low network of contact persons or overviews of financial sources and possibilities to be funded. The gap in financing projects or obtaining loans also lie in the fact that the cash flows and the risk of CCI are difficult to estimate for investors or banks. This in turn results from the implementation of creative ideas, which is an intangible asset (copyright, licences and royalties)⁶⁸. The value and the risk are therefore difficult to assess. The funding possibilities are also often depending on the specific fragmented sub-sector segment of CCI (see figure 13).

This fragmentation decreases market access opportunities (and thus growth opportunities), and increases distribution and marketing costs. Cultural products are often made for a specific (local) market, and may therefore be hard to sell outside that target group.⁶⁹ For example, a small gallery or a freelance artist has other market and financial needs than a film production company or a start-up in the digital streaming

⁶⁸ Survey on access to finance for CCI. URL: https://ec.europa.eu/assets/eac/culture/library/studies/access-finance_en.pdf (15.02.2022)

⁶⁹ Survey on access to finance for CCI. URL: https://ec.europa.eu/assets/eac/culture/library/studies/access-finance_en.pdf (15.02.2022)

sector with employees or higher investments in infrastructure. Public administration, chambers of commerce, universities and associations can support CCIs in this topic with brochures, digital platforms, contact to experts, trainings or workshops.

Larger companies can also become investors in financing, especially in the start-up sector. Often, interesting complementary services are offered that may not be available in one's own company, or one hopes for creative ideas that can then be implemented in a large company as part of a growth and innovation strategy.

Private individuals or business angels are also interested in possible lucrative investment opportunities. The respective sector of CCI is related to different interests. Business angels and venture capitalists are looking for high returns, in some CCI sectors the principle of profit maximisation does not prevail. Business growth of CCIs is organic (quasi self-sustaining) and not an end in itself. CCIs are often based on personal talent, while CCI entrepreneurs regularly lack commercial ambition and a long-term "entrepreneurial" vision or a possible exit strategy for investors.

Crowdfunding could become a promising option in the future, as it is gaining importance. There are separate crowdfunding exchanges that could be activated for this purpose. However, only small amounts can be raised with this instrument. Financial and content-related support is conceivable through applications and competitions. These can be interesting especially for small CCIs (one-person business) and start-ups, as they tend to involve smaller amounts and investments. Indirect support can also be found in this area. For example, part of the rent or part of the start-up costs are taken over. So, the savings can be used for the business model and the acquisition of infrastructure. Incubators or "start-up garages" provide access to infrastructure, which in turn reduces the company's own financial needs.

A resilient CCI sector also requires stronger economic expertise. There is often a lack of business and managerial skills as an important barrier to finance. Solid accounting, high quality business plans or cash flow projections are often lacking⁷⁰ as an instrument for strategic corporate management and resilience. All financial instruments play an important role in the growth of CCIs. In the course of the development cycle (see figure 28), some become more important than others. There are good subsidies for start-ups and for foundations, but few subsidies for the growth and sustainable development of

⁷⁰ Survey on access to finance for CCIs. URL:

https://ec.europa.eu/assets/eac/culture/library/studies/access-finance_en.pdf (15.02.2022)

CCIs. Especially for growth financing, there is a need for longer maturities and increased advisory needs. This also requires access to funding for CCIs.

The planned theoretical financing of the projects in the Local Actions Plans (LAPs) is based mainly on public subsidies (pre-foundation phase, foundation phase and early stage financing). The following finance strategies can be found in the LAPs (excerpt): Structural Funds, Regional Operational Plan, with co-financing from the beneficiary or transition Programmes. The implementation of the LAPs has just started and no further details can be given yet. In practice, urban regeneration projects are mostly funded by the city or municipality, by the LEADER fund and, in coordination with the regional management (if participation in the LEADER programme is possible i.e. for small cities and rural areas), by state funds and by federal funds. Different structural funds were created by the EU to strengthen regional specialisation and to strengthen individual sectors. The funds for these in turn flow to the federal agencies and are used and administered mainly there.

Not all initiatives to promote and support CCIs in urban development are costly. There are examples where good results can already be achieved without significant financial outlay. Many activities can also be financed in smaller towns and communities. The projects discussed at the Urban Regeneration Day in Maribor i.e. Library under Treetops or Open Koroška can be started with less financial effort. The examples from Carinthia with the idea's competition (Ideen4Kärnten) or the settlement promotion for small companies in the inner city of Villach (My idea - My shop) can also be implemented in principle for financially weaker cities and communities.

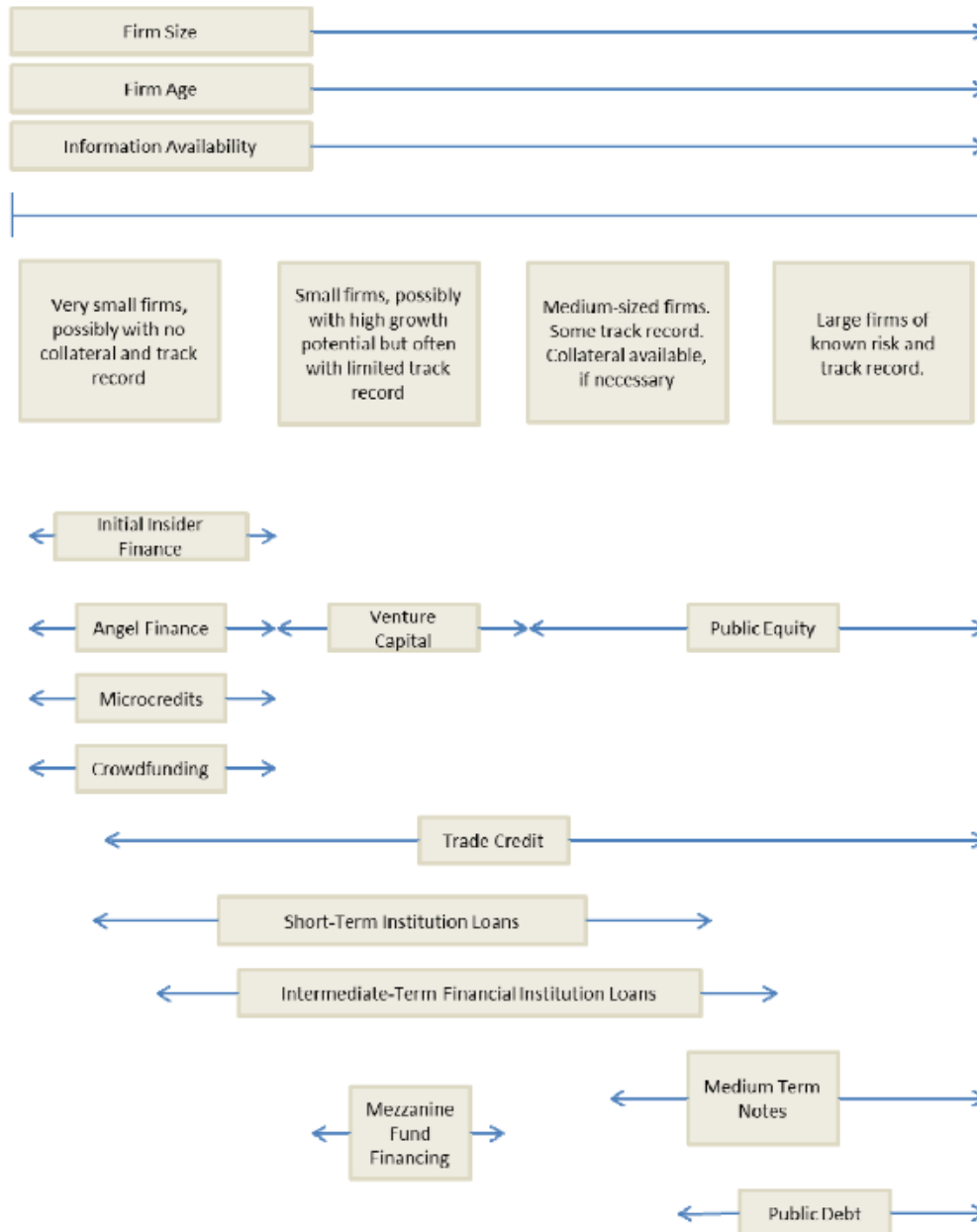


Figure 35, Financial growth cycle of small businesses.⁷¹

⁷¹ Survey on access to finance for CCIIs. URL:

https://ec.europa.eu/assets/eac/culture/library/studies/access-finance_en.pdf (15.02.2022)

4.6.1.6 Good Governance for CCIs and urban regeneration (LAPs implementation)⁷²

Not all support measures in the new framework conditions for CCIs can be accomplished by cities and municipalities solely. Medium-sized cities in particular often do not have the budget and expertise (see results of the Baseline study and SWOT-analysis in Local Action Plans) to improve the effectiveness of strengthening measures for CCIs at the local level of action and also for the planned implementation of the Local Action Plans (LAPs). Hence, a multi-level governance approach must be adopted (oriented towards the practical concept of Good Urban Governance). Other elements are issues such as equity, efficiency, transparency and accountability, inter-municipal cooperation, civic participation and safety. These are prerequisites for urban sustainability. Observing them should help to shape city administration and policy in such a way that they enable all citizens to exercise their rights and duties and provide them with an attractive space in which to live and work. Good urban governance places higher demands on the innovative capacity of municipal actors. The municipal government becomes a proactive implementation partner for projects.⁷³

⁷² The implementation of the Local Action Plans (LAPs) have not yet been completed (ex-ante). Reference is made to the planned implementation strategies in the LAPs; therefore there are no more precise details at this time.

⁷³ Principles of Good Governance. URL:

[https://www.coe.int/en/web/good-governance/12-principles#%2225565951%22:\[\]](https://www.coe.int/en/web/good-governance/12-principles#%2225565951%22:[]) (17.02.2022)

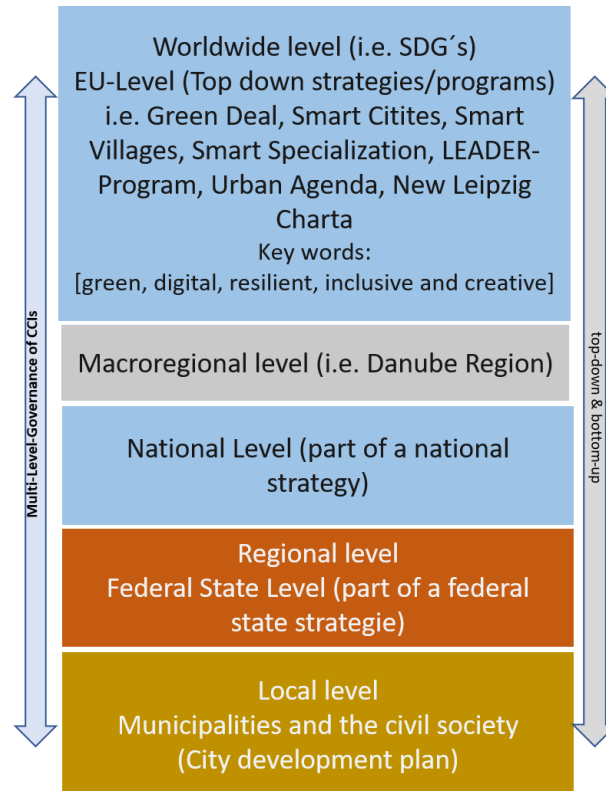


Figure 36, Multi-Level Approach for development of CCIs, Zametter (2021)

Following, all levels, from the EU to the local level, are included in strengthening measures. A mix of top down and bottom up actions emerges. The LAPs are conceived as a cross-cutting issue. The Quadruple Helix (QH) innovation model captures or refers to an increased complexity in knowledge production and problem solution as well as knowledge and innovation application, increasing importance of civil society, of cooperation, sharing knowledge and resources, involving media, experts, politicians, the administration, economy and universities. A municipality or a city can't solve difficult challenges in urban regeneration processes alone. A mix of different stakeholders is more appropriate for this purpose.

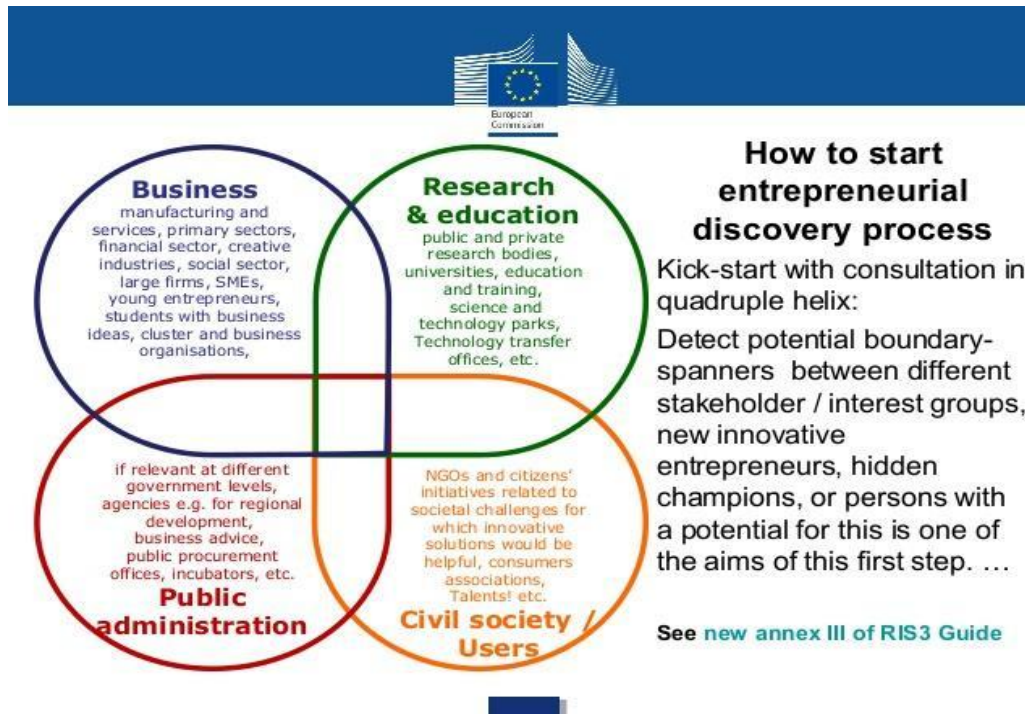


Figure 37, Quadruple Helix Model.⁷⁴

The Local Action Plans (LAPs) use this model for their implementation plans. The mentioned stakeholders in the LAPs show:

- LAP 1 involves the municipality, schools, the Chamber of Commerce, private companies and experts in the implementation.
- LAP 2 involves a technology park, the municipality, the chamber of commerce, the library, young people and teachers.
- LAP 3 involves the university, businesses, artists, experts and the press. The press is important in the implementation, because it generates public interest. This often favors political will-building.
- LAP 4 involves business networks and the university.
- LAP 5 involves youth, artists and tourism.

A diverse picture of involved stakeholders for implementation emerges. During the implementation, it will be important to shape the interaction and cooperation of the different stakeholders in the system. It is important to continuously increase the number

⁷⁴ EU-Commission. URL:

<https://www.interreg-europe.eu/relas3/events/event/1049/te2-quadruple-helix-sustainability/>
(21.02.2022)

of stakeholders and to involve as many as possible. Innovative actors improve the outputs of the innovation system.

In addition, various implementation instruments are mentioned in the LAPs: workshops (LAP 1, LAP 2, LAP 3, LAP 4), formalized partnerships (all LAPs), feasibility studies and cost estimates, timetables for realization (LAP 1), working groups (LAP 2), already known and proven partners and structures (LAP 2, LAP 4), press releases and marketing activities to increase awareness and publicity (LAP 3), competitions with students and CCI's (LAP 1, LAP 4, LAP 5), selected special places and public meetings e.g. public picnics with residents, tourists and the city administration (LAP 5).

In order to strengthen the implementation, it is necessary to coordinate the goals and measures with the city or the region. The implementation might only be successful with cooperation and collaboration at eye level. For the implementation, the objectives and measures of the LAPs are embedded in a bundle of initiatives and strategies at EU, national, state and city level. The links to programmes depend on the partner country and the measure in question. Around 13 measures in the 5 LAPs are elaborated, but not all links and coherences can be named (see below). It is also important to ensure that the implementation of the LAPs is not restricted. In urban and regional development, a certain degree of flexibility in the implementation is requested. Furthermore, the LAPs are not yet fully implemented, because the process of implementation had just begun. The output is open yet.

LAP	Actions
<p>LAP 1: New spaces for experimentation, innovation and entrepreneurship in CCI sector <u>Location: Craiova, Oltenia Region, Rumania</u> <i>The LAP aims to support physical and economic regeneration of urban areas and thereby focuses on physical infrastructure and regeneration of places to develop cultural and creative quarters as spaces of mixed use, with diversity & design quality in terms buildings, facilities & urban landscapes.</i></p>	<p>Action I: center for technology and business incubation, in the creative and cultural industry sector / include a hub for innovation services Action II: Museum of Science and Technology Action III: Industrial park for software and new technologies Action IV: Museum of the Oltenian village and popular traditions</p>
<p>LAP 2: Sustainable regeneration of industrial buildings <u>Location: Rijeka, Croatia</u> <i>The LAP aims the physical refurbishment of old industrial facilities and its repurpose in benefit to local development objectives - with the aim to encourage innovation, the promotion of these technologies among involved CCI's.</i></p>	<p>Action I: 3DITION workshop: Education in 3D technology Action II: RInovatoRI 3D: 3D training for youngsters</p>

<p>LAP 3: Transit-oriented development <u>Location: Maribor, Slovenia</u> <i>The LAP's aim focus on transit-oriented development and the Smart City's strategic priority area "Mobility – overcoming mobility challenges in the city, when traveling from point A to point B. Engaging in mobility projects. Pilot action (III) will contribute with "Recommendations for the preparation of the Maribor smart city strategy in the cross-section of mobility, creative industries and smart transport.</i></p>	<p>Action I: Piloting a collaborative platform for Smart city between creative industry actors, digital innovation hub and the City of Maribor Action II: Smart city co-creation events in the smart city Maribor with creative transit-orientation Action III: Recommendations for the preparation of the Maribor smart city strategy in the cross-section of mobility, creative industries and smart infrastructure</p>
<p>LAP 4: Refurbishing heritage & historical buildings <u>Location: Vas County, Hungary</u> <i>The aim of the LAP is the development of a mobile application in cooperation with the CCI actors; Promotion and introduction of a cultural heritage with creative tools.</i></p>	<p>Action I: Development of mobile application in cooperation with CCI actors Action II: Promotion and introduction of a cultural heritage with creative tools</p>
<p>LAP 5: Green Urban Regeneration <u>Location: Vratsa, Bulgaria</u> <i>The aim of the LAP is that the Municipality of Vratsa will implement two initiatives in order to raise awareness about unpopular green urban spaces and different ways for spending time in urban green spaces.</i></p>	<p>Action I: „Awareness raising campaign for the promotion of green urban spaces and historical heritage Action II: Organization of an urban picnic</p>

Table 1, Local Action Plans (LAPs) – Summary

The LAPs are primarily implemented at the local or regional level. For this reason, it is important to embed the LAPs in the regional location strategy at city, municipality or regional level, and to look for thematic points of contact in there. The importance of urban regeneration strategies in the EU is increasing and supported with funding programmes. This opens up new opportunities for implementation. Despite the local implementation, connections with supra-regional funding agencies and cooperation partners need to be pursued. It leads to new impulses in the projects and can bear parts of the costs. Supported by a modern multi-level governance system, different levels and actors are connected with each other in partnerships. This allows synergies and coherencies to be optimally utilised and a high degree of efficiency in implementation. A greater coherence with funding programmes could become increasingly important in the future. Then, objectives can be implemented more quickly and efficiently. Multi-fund strategies are highly successful in the implementation of the LAPs. Different funding

channels are used in combination with each other: e.g. a mix of municipal programmes, programmes of the LEADER regions or EU programmes:

- In LAP 1 are connections to the local municipality/city development program, to the Romanian RIS3 program on the development of regional cultural & creative industries, a continuation of an already successfully completed project for possible continuation (<https://www.creatwin.eu/>) and also a cross-border component to the Interreg program with Bulgaria are taken into account.
- In LAP 2 is a strong connection to two urban development strategies, which are still in planning phase (Plan of development of the city of Rijeka 2021-2027 and Rijeka 2030 - a smart, open and resilient city). In addition, an agreed implementation partnership already exists. An incubator in planning (Project Energana – business incubator for creative technologies and IT industry by 2023) could offer further chances of implementation.
- In LAP 3, the implementation bases on a mix of regional program for culture 2015-2020, an Interreg (IV) project for Creative Regions and the Urban Development Plan 2030. Also, the Smart City approach offers opportunities as well as the the Horizon Program H2020.
- In LAP 4, connections are possible with an agreed program (Interreg Europe ThreeT project), the national Smart Specialization Strategy (2021-2027), the Development and Innovation Strategy (2021-2030) and also the regional economic and urban development strategy Strategie Szombathely 2030.
- LAP 5 will be integrated in the Local Community Development Program (2021-2027) and the National Action Plan on Climate Change (2013-2020).

Various other cooperation options were discussed in Maribor and can be found in the Green Paper.

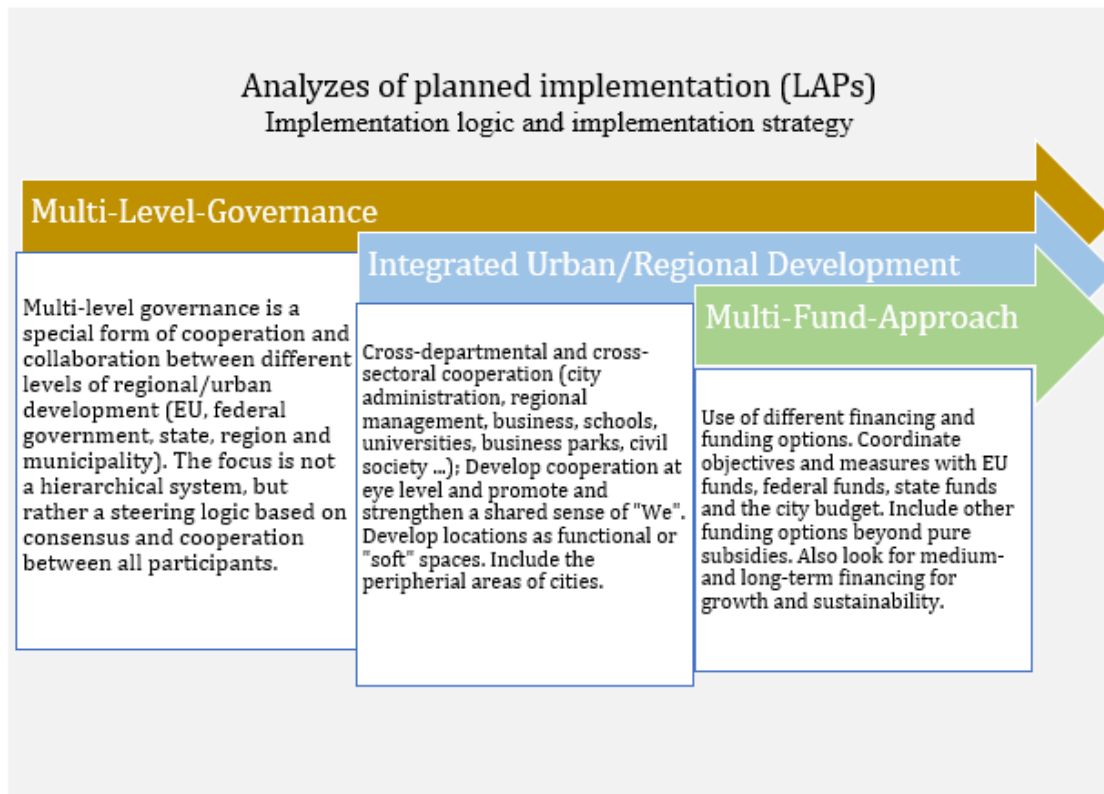


Figure 38, Instruments and concepts of implementation planning (LAPs). Zametter (2022)

In addition, it is necessary to develop interdepartmental and cross-sectoral cooperation and coordination in the field of urban regeneration processes in the sense of an integrated urban development approach. Various departments of the public administration in the city or municipality (e.g. the department for economy, for culture, or public traffic, or education, of tourism, of environment and sustainability and for city development) work on the topic urban regeneration in a coordinated manner together.

This brings more effectiveness to actions, saves costs and leads to synergies. Such coordinated strategies should also be formulated for the medium and long term (beyond legislative periods). It is also important to strongly involve civil society. They are important players in the implementation of projects. For urban regeneration projects, it is important to achieve a common commitment with the population.

4.6.2 Instruments and needs in summary

Awareness building in the society, in politics, in economy and in science is an issue that is implicit included in all the new framework conditions. Also, all Local Action Plans (LAPs) contain corresponding components. The mentioned fields need to know more

about the importance and the force of innovation, entrepreneurship, culture and creativity for transformation processes and to better meet the future challenges discussed in the introduction of the paper. With digital transformation, Artificial Intelligence (AI), machine learning and quantum computers, people need to learn new skills consisting of soft skills (collaboration, knowledge sharing and social cohesion) as well as dealing with the new opportunities offered by technology (see figure 18). CCIs are predestined to support and pave the way here, as these are their key competencies.

CCIs are drivers for innovation and innovation needs diverse perspectives and a specific atmosphere which in turn favours innovation. Hence, all parts of the society should be activated and integrated in such a process, e.g. older people have a different understanding than younger people. The interest and desire of young people to learn should be awakened, to create an entrepreneurial spirit and to lead towards innovation. To establish an innovative society, education and above all, the access to education is the priority objective. Hence, inequalities in aspects of education should be overcome. The focus is the needs of the people to create equal conditions: e.g. how to implement digital illiterates or how life-long learning will become common for old and young people in all branches.

The resilience in the context of globalisation and technological changes, like digitalization, can be met by specialised trainings and by means of easy access to technology and infrastructure. Nevertheless, the basis should be the implementation of subject areas and incubators for CCIs, start-ups in curricula of schools and study programs. For the further development of employees and employers of CCIs, specialized trainings need to be offered, to focus how young people and their enterprises can become leaders in the global digitalization trends. To meet such requests, the focus on R&D of all branches of CCIs should increase. Such implementations lead to job creations and talented people can be bound to the region, to avoid brain-drain.

Another basic need is adequate technical infrastructure. Talented people need attractive surroundings to live and to build up enterprises. This kind of infrastructure depends on the strategies and ideas of the politics and the administrative body at all levels – EU, national, regional and local. Openness of the region and limited bureaucracy is requested to attract talented, international people and create innovation. In consequence, municipalities are asked to support CCIs and top down policies from the EU level. Awareness building can also be organized as top down process and affect policies at other political levels. A precondition would be the same basic conditions for all CCI branches. For example, the attendance of creative business incubators or networks

might be a selling point. Cooperation is a main characteristic of such incubators or networks. Hence, synergies are possible and the responsibility is shared. In addition, different stakeholder – e.g. CCIs, HEIs, NGOs, public authorities, chambers – come together for a common development. Global challenges, like digitalization, can be faced together.

The financial support is requested to realize all these targets and opportunities. Funding can be of the origin of the EU, of the public local, regional or/and national authorities and of investments from privates. As a long-term and sustainable solutions, strategies over years should be implemented, written by public authorities at all level in cooperation with CCIs and HEI. Comprehensive advice on funding and development programs could be communicated through a central point of contact (e.g. Creative Urban Service Hub). Currently, many individual measures are available. This requires high search and information costs for CCIs and often prevents no action being taken. A one-stop shop for CCIs could be used to increase the positive effects of CCIs in urban regeneration processes. Either a new structure has to be created for this purpose or an existing one is expanded to include this task.

Cities and governments can also support CCIs in seeking to reduce bureaucracy. Medium-sized cities, in turn, can be supported more strongly by introducing a polycentric spatial system as a target in European spatial planning or by strengthening it. If the focus is on large cities strongly, then medium-sized cities lose importance. However, these are important in the sense of the central place concept, as they supply rural areas. In consequence, these agendas support urban regeneration processes as they bring new access to funding and development programs.

4.6.3 Capacity and distributional aspects

For cost-efficient outcomes at EU level, the policy framework should establish trans-European objectives considering global efficiency, but should also allow policy objectives met by each Member States in a way that exploits their national/regional/local resources, capabilities and competitive advantages. The policy framework should facilitate, if possible, the need of capacity building, physical infrastructure and regeneration of places, creative business incubation, access to finance and networks and clusters in meeting the policy objectives. A genuinely developed trans-EU strategy and network provided with an adequate infrastructure and financial funding are the key facilitators to exploit each country's capabilities in the best interests of Member States and the EU citizens.

4.6.4 Questions and outlook/next steps

To develop the discussion and to approach the discussed targets for CCIs, the following questions are open or partly open. In further development steps, these will be systematically processed. The Urban Green Paper launches a developed policy framework.

4.6.4.1 General Questions

- How can innovation be measured up to compare the level of innovation of CCIs?
- How can the level of innovation be improved to be competitive?
- How can innovation be promoted to build awareness in the society?
- How can (spirit of) innovation be implemented in education and training?
- How can diversity and interculturality be used for innovation?
- How can diversity and interculturality become more positive in the society, in order to normalize diverse teams and perspectives in working processes, networks/clusters and CCIs?

4.6.4.2 Detail Questions

- How can the access to education be equalized?
- What skills need future entrepreneurs of CCIs?
- What kind of education and trainings are fruitful for CCIs?
- How can lifelong learning be strengthened?
- What do culture and arts need to develop?
- How can culture and arts be implemented in research projects?
- What is the right balance of cooperation and competition?
- How can cooperation be increased?
- What forms of cooperation are effective and successful?
- What do CCIs need to cooperate?
- Which stakeholders shall be part of cooperation, networks, clusters or incubators?
- How can competition become more public?
- How can cooperation and competition influence the awareness of the society, positively?
- What kind of working space is innovative?
- What infrastructure is needed to work innovative and creative?
- How can industrial legacies be re-used?
- What are the needs of cultural heritage to meet future trends?
- What political leadership affects CCIs positively?
- How can CCIs be implemented in innovation strategies at all political levels?

- How can the access to finance be increased?
- How can information about funding be disseminated?

These questions lead the discussion about, how (entrepreneurship of) CCIs can be strengthened. The strengthening of CCIs can be reached through the presented targets and opportunities for CCIs and through the presented instruments and needs.

5 Conclusion

CCIs deeply affect the economic, social and sustainable development of cities and regions. The analysis displays the need of a stronger public visibility of the effects. More scientific research, good practice examples and evidences are needed to convince business, spatial planners, architects, urban and regional developers, decision-makers and policy makers of the importance of the sector. At least, they need concrete recommendations to act.

This requires a more precise definition of what CCIs actually are and which sectors and organisations are involved. While the direct effects of CCIs are easier to determine, e.g. the number of companies, number of employees or the turnover etc., a considerable part of the effects are not monetary, not directly measurable, visible and often subjective, like the creative or entrepreneurial spirit.

In conclusion, CCIs are not sufficiently involved in urban regeneration processes yet. Policy makers, public administrations, enterprises, R&D and CCIs are not adequately connected for this development. Nevertheless, development approaches are highly requested to meet the major challenges of the future. CCIs can contribute. During the online event in Maribor, it became clear that CCIs have the power and the potential to positively enrich urban transformation processes. CCIs bring cities to life! **In the future, no city will be able to avoid the option of CCI involvement in creative urban regeneration processes.** This logic needs to be more firmly embedded in the DNA of urban and regional development.

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