

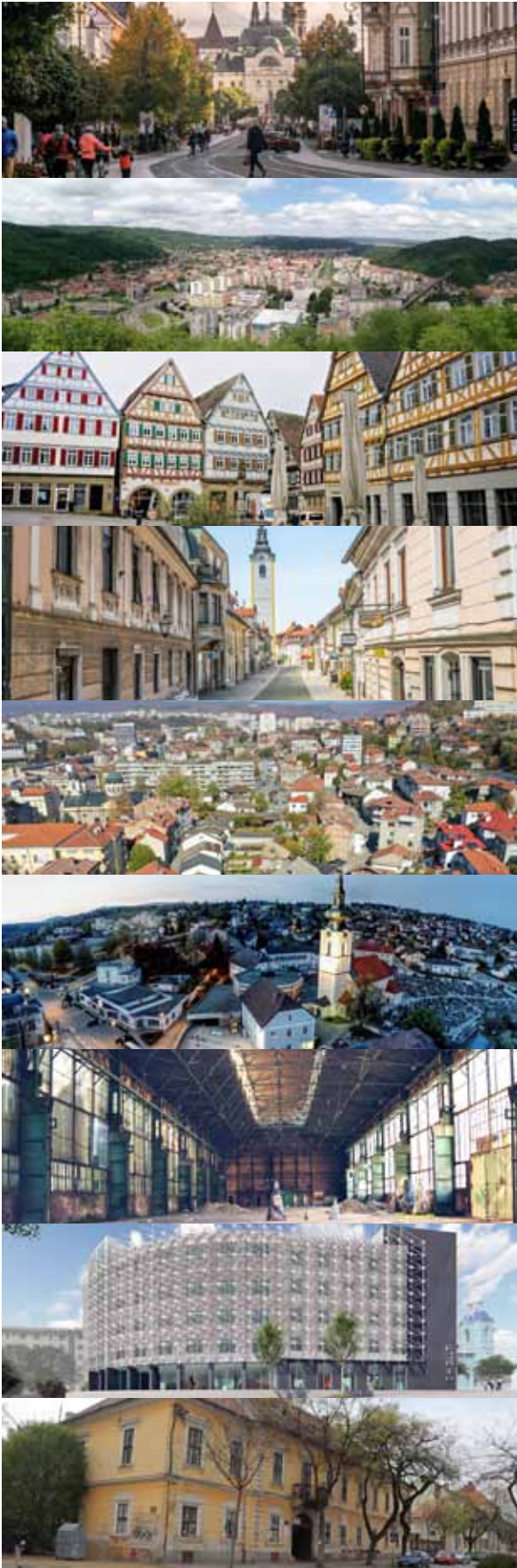
REDESIGN YOUR CITY

engaging creative potentials for
innovation



 **Interreg** 
Danube Transnational Programme
CINEMA

SUCCESS STORIES & Lessons Learnt



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INTRODUCTION

The CINEMA project, which was held from 2020–2022 as part of the Interreg Danube Transnational Strategy, aimed at fostering urban regeneration by collaborating with creative industries (CI). The revitalisation of urban areas and city centres is still a key challenge for social cohesion and competitiveness in the Danube Region. Many cities suffer from desertion as a result of industrial transformation, changing consumer habits, suburbanisation, the pandemic, etc. At the same time, the creative industries are a cradle of innovation and an underestimated economic asset in every region.

One of the key objectives of the CINEMA project was to create a common learning and knowledge exchange between all partners and stakeholders in the eight pilot locations we identified. This then served as the basis to build capacities in urban development and respond to the problems encountered, e.g. those caused by the COVID-19 pandemic. After establishing a common ground, the next step was to develop and realise pilot actions in each partner region that addressed regional or local challenges, taking into account citizens' opinions and ideas and using the Creative Urban Revitalisation Tools that were developed by the project consortium.

A large part of the project was the initiation and activation of these pilot actions. And they are the stories which will be told by the project partners and their local actors. In this brochure you will learn how all the ideas, methods and approaches came to life and how they hopefully contributed to creating sustainably better cities throughout the Danube Region.

What are the creative industries (CI)?

The creative industries (CI), also referred to as the creative and cultural industries or the creative and digital industries, are defined by the European Commission as: "all sectors whose activities are based on cultural values, or other artistic individual or collective creative expressions".

At the EU level, the CI are divided into nine industry fields: architecture, books & publishing, design, advertising, film, music, radio & TV, software & games, and performing arts (as set out in the EU Creative Industries Technology Strategy 2009-2012).



GET TO KNOW
THE CINEMA
CREATIVE
URBAN
REVITALISATION
TOOLS:
CINEMA CUR
Toolbox

Tools for the revitalisation of city centres

A large part of the CINEMA project was developing tools and concepts for Creative Urban Revitalisation (CUR tools) to strengthen the innovation process between the Creative Industries (CI) and urban economies. The result of this project is a digital toolbox of 20 CUR tools that were developed collaboratively within the three focus groups of the project through design-thinking workshops. These tools respond to the different framework conditions of the Danube Region and are intended to be easily transferable as important reference points of urban revitalisation also for interested actors outside this region. The use of the CUR tools was crucial for the implementation of the CINEMA pilot projects and the associated success stories.

1. Tools for the assessment and creative use of empty floor spaces

- **Shop Window Designs:** using creative shop window designs as a low-threshold communication measure
- **Homeowners and Landlords Consultation Package:** consulting services for homeowners and landlords of vacant premises
- **Building Networking Activities:** developing a successful and sustainable concept for networking activities between the CI and potential supporters
- **Defining a Governance Model:** developing a management model for a new space-utilisation concept that brings together different business areas
- **Building Space for Creative Learning Communities:** creating representative biographies and “Maps of Meaning” to build and strengthen a community
- **Internships & Mentoring for Young Creatives:** funding competitions and/or internship programmes for young creatives
- **Urban Changemakers:** developing a creative idea competition for new uses of space as a marketing measure
- **Storytelling for New Floor Space Concepts:** preparing and presenting information about the potentials of creative use of space in an appealing way

2. Tools to strengthen the cooperation of retail and small businesses with the CI and for municipalities to activate the potential of the CI

- **Empty Floor Spaces for Creative Businesses:** tool for the assessment of vacant spaces
- **Creative Voucher for New Businesses:** open call to apply for a consultancy voucher for businesses wishing to creatively transform and utilise a vacant space
- **Share, Experience, Imagine - Mobilisation for Culture and Arts Co-operation:** building a cultural and creative network and implementing creative interventions
- **Grow and Show Process:** concept development for the use of public space for creative presentations in cooperation with regional retailers and small businesses
- **Co-Creation Lab - Distil and Plant:** development of a “Co-Creation Lab” to strengthen the city centre, its small businesses, and retailers
- **Storytelling for New Retail & Small Businesses:** preparing and presenting information on the potentials of new ideas of stationary retail and small businesses in an appealing way

3. Tools for a stronger business support of the CI

- **Competence Centre for Entrepreneurs:** developing specific services to support the CI in positioning their business idea at international level
- **Heroes of Creative Installations:** a residency programme with regional/local artists of the CI for the realisation of art installations
- **Online Tool for CI Support Centre:** online tool as a platform for regional/local creatives with a broad overview of services to educate themselves on funding programmes, legislation, coaching etc.
- **Financial Support Overview:** partial measure of the above mentioned online tool for more in-depth advice on financing options for the development and expansion of their business idea
- **Youth Create:** promoting interaction and cooperation between young (student) entrepreneurs of the CI and the regional/local business community
- **Storytelling for Creative Industries Support Centre:** preparing and presenting information on the potentials of an CI support centre for the CI in an appealing way

The 20 designed tools are presented in a nicely designed online CUR TOOLBOX, where you can find more guidelines and tips on how to get started by selecting from the online cards. Each tool is presented on one online card, with more details about different implementation steps, opportunities and challenges, the duration and cost factors of a CUR tool, plus much more.

The CINEMA CUR TOOLSET
is available at:
[https://www.hdm-stuttgart.de/
wib/projekte/forschung/cin-
ema_toolset/](https://www.hdm-stuttgart.de/wib/projekte/forschung/cinema_toolset/)



OUR STORIES



Revitalised Empty Floor Space Stories from the CINEMA Cities:

KOŠICE, SLOVAKIA

RESITA, ROMANIA

HERRENBERG, GERMANY



KOŠICE, SLOVAKIA

Community Matters – Creative Learning Communities as an Effective Tool to Succeed

Implemented tools

- Building a Space for Creative Learning Communities
- Internships and Mentoring for Young Creatives

Challenges addressed

- **Fragmentation of CCI** - many self-employed people & small companies with a lack of capacity to initiate an exchange and impactful communication on different policy levels (local, regional and national).
- **Piloting the community building tool in a top-down process** of the Creative Centre of the Košice Region (CCKR) creation - bridging and mediating between two very different ways of operating: public and CCI
- **Engaging stakeholders from different fields** to join in the community building process
- **Lack of practical experiences among young creatives** in the field of creative industries
- **The low capacity for hiring and testing new employees/young creatives**, especially in smaller organisations and companies

Results achieved / expected change

- **Transferable tool on creative community building in a co-working environment** - methodology, business model and local action plan for its application
- **Higher self-identification of the CCI community** in Košice
- **9 internships:** 9 young creatives and 4 cultural organisations



Co-Working of young creatives in Košice

Summary

The main objective of piloting the creative tools for urban revitalisation in the city of Košice was to support the community-building process around the premises of the future Creative Centre of the Košice Region. Partners understood the potential of the CCI for urban transformation and the need to map and capture the needs, aspirations and the spirit of the community in a structured way. The results of this endeavour became an input in the appropriate business model creation with a clear definition of future users of the coworking space (through representative biographies) and the services needed for their successful operation (based on the Map of Meanings).

They also used a very specific tool – the internships of young creative students in independent cultural centres (such as Kino Úsmev, Tabačka Gallery, Vunu Gallery) and the public library – the institution established by the regional authority. It has created a lot of positive interactions on both sides, with young people bringing in their creativity and inspiration and taking away new experiences and contacts in the CCI sector.

The story

We placed the creative community itself in the centre of the urban regeneration through the creative industries in Košice. We understood the challenge of creating a thriving environment for this community in a top-down process, which was led by the regional authority. For this reason, we decided to make a study and map the needs, aspirations, way of operation of the community and stakeholders involved in the local CCI microcosmos. In addition, CCI organisations hosted young creative interns this summer to test the internship concept in the area of the pilot location and support the community building. From all the floorspace of the future Creative Centre of the Košice Region, we selected 120m² to be used in a co-working function.

Internships and Mentoring for Young Creatives represented another tool to support the local creative community, aiming to involve three young entrepreneurs and three established businesses to assist the experience sharing, networking and establishing new connections within the creative community. Aspiring creatives had a chance to gain valuable experience in the field of PR and marketing, communication, work with graphics, dramaturgy, event organisation and project management during the summer months.

Based on this experience, we developed recommendations for organisations, which will serve as guidance for other internships in the future.

Lessons learnt & tips for the successful implementation of the selected tool

- The tool provides a structured explanation of the needs, aspirations and way the CCI community operates, and is thus an invitation for the public sector to take part in a deeper dialogue and better policy making.
- When the results are connected to a sustainable business model, they can become a roadmap (local action plan) for the successful operation of a creative centre. In the case of Košice, that is the operation of a co-working space.
- Internships in such a format are highly attractive to young creatives
- Open communication and expectation setting are crucial elements when realising internships.
- To attract businesses to take part in internships, we recommend focusing on this target group more when promoting an open call for businesses and organisations.



Consultation meetings of young creatives & Discussion on Co-Working floorplan



RESITA, ROMANIA

From “dark heritage”
towards a “boutique city”

Implemented tools

- Heroes in Residency tool

Challenges addressed

- Identify the local suppliers for Creative Industries
- Develop and put in place innovative competencies to create unique monumental sculptures
- The management of such a complex process, without having previous experience
- The financial resources needed for the whole pilot action

Results achieved / expected change

- The Hala Minda **sculpture park** opened in 6 December 2021 with six artists promoted in Reșița, from Romania, Hungary, the USA and France.
- **More than 100 people** were **involved** in different phases of this excellent example of revitalisation through creative industries.
- **Financial support of the municipality** for the pilot actions (more than €120,000)
- **A second residency** has already been developed with another six artists who were attracted to our city.
- Our experience was awarded by the New European Bauhaus Initiative in 2022.

Summary

The Hala Minda pilot location is willing to play a role as a hub of creative activities by providing a place where people can learn and develop their skills, create designs and metal projects, incubate their businesses, meet their community and peers, go to concerts and cultural events, and where they can go when visiting the Timisoara Capital of Culture 2023.

The story

The Hala Minda is a former industrial space and was proposed for the revitalisation for creative industries.

We invited local and international artists who had relevant sculpture proposals that will be built in a monumental size, by involving the local metal industry, for a short residency.

Due to the monumental dimensions of the proposed works, we encountered great difficulties in finding partners who had adequate industrial capacities, equipment and machinery, and a high level of flexibility and creativity while strictly respecting the set standards.

The presence of the artist among the workers in our partner companies, the consciousness of the involved experts that their work is part of an artistic cooperation, had an important impact on their behaviour and increased their enthusiasm during the cooperation.

We experienced the whole process with clearly distributed roles between actors – from the first artistic idea, sketch and small-scale model made by the artist, which were then translated into technical projects of unique metal constructions with most technology developed by the creatives and metal experts.

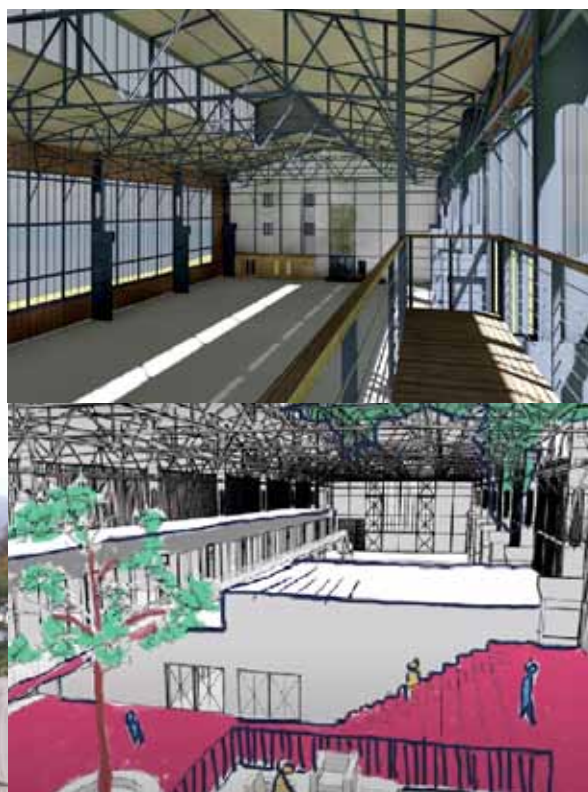


Lessons learnt & tips for the successful implementation of the selected tool

From idea to achievement – it takes creativity, flexibility, innovation, determination to face countless obstacles.

Our experience demonstrates that there is a great opportunity to build large sculptures as an expression of the local branding of a city.

There is a huge need to encourage the local representatives of industries to enter similar pilot projects for creative industries, in cooperation with artists and/or their representative entities.



Hala Minda – front view & sketch-reconversion



HERRENBERG, GERMANY

Chamaeleon Spaces
– transform, adapt,
innovate

Implemented tools

- Shop Window Designs
- Homeowners and Landlords Consultation Package

Challenges addressed

- Many **empty floor spaces** and therefore the start of **desertion in the city centre**
- Old-fashioned retail shops
- Reluctant private landlords
- Covid pandemic

Results achieved / expected change

- The implementation of the flexible and hybrid concept of Chamaeleon Spaces led to the revival of **2 empty floorspaces** and contributed to the **awareness among citizens of the need to start taking initiative.**

Summary

The concept of the Chamaeleon Spaces is very flexible and adaptable for the temporary and low-threshold use of vacant spaces. Creative ideas of the local art and culture scene merge with different formats of retail, gastronomy and “New Work”. The Chamaeleon Spaces change permanently and offer flexible and different concepts for different target groups.

In preparation for the realisation of the concept, two tools – Creative Retail and Homeowners Consultation Package – were implemented in order to draw attention to the upcoming pilot activities and to consult homeowners and landlords accordingly.



Creation of shop windows

The story

Herrenberg is situated in the Stuttgart Region, approx. 30 km southeast of Stuttgart. The city had a strong retail sector including traditional, family-owned shops in the close vicinity of the market square in the centre, as well as new and innovative shop formats. However, there are now several vacant spaces in the city that have a negative impact on visitors' perception. One way to solve this problem is seen in the close collaboration with the local cultural and creative industries together with local retailers, gastronomic and service providers. Creative Retail was the first CUR tool implemented in Herrenberg and was based on the storytelling approach. The idea for designing shop windows was seen as a great opportunity and low-threshold communication measure to draw attention to the upcoming pilot project. In the development of new creative floor space concepts, we encountered several difficulties, which many house and property owners shy away from. It is of great interest to put together special consulting packages for homeowners and landlords willing to invest, such as the Homeowners Consultation Package.

The concept of Chamaeleon Spaces is very flexible and adaptable for the temporary and low-threshold use of vacant spaces. Creative ideas of the local art and culture scene merge with different formats of retail, gastronomy and "New Work". The Chamaeleon Spaces change permanently and offer flexible and different concepts for different target groups: in summer, a pop-up store with a coworking café, on weekends a hip bar with art exhibitions, and in winter, the location transforms into a makerspace for creative workshops. The first pilot action took place in Gasthaus Rose, an old traditional pub. The time frame allowed four weeks with a varied programme: opened daily for coworking and coffee, events and workshops in the evenings, movie Sundays, gastronomic experiences, hip hop cafes, food truck for lunch, etc. The second pilot phase was realised in Spring 2022 in an empty retail space, therefore the fo-

cus now was more on coworking and pop-up stores, as well as many events, exhibitions and workshops. After evaluating both test phases, the project partners developed a sustainable business model, hoping that the concept of Chamaeleon Spaces will be implemented also in the future.

Lessons learnt & tips for the successful implementation of selected tools

- Cooperation:** It is crucial to involve citizens, retailers, administrations, local organisations, and chambers right from the beginning. To address all levels and age groups in a smaller town there is no need for parallel activities, everything must be done in accordance with the local networks.
- Communication:** Any new concept has to be communicated accordingly. A communication concept with a clear CI is an absolute necessity, as is cooperation with the local media.
- Community management:** The implementation of any concept on a long-term basis is not possible without at least one person who is responsible for the day-to-day business, the organisation of events or workshop managers, the location logistics, etc.
- Sustainability:** The aim should be to establish the concept on a permanent basis which means having an organiser and finances also after the lifetime of a funding project. This aim needs to be kept in mind right from the beginning to provide security for the organising parties.
- Clear financing:** Even with the support of a project budget, many things have to be considered. This needs to be clarified and communicated well in advance to avoid misunderstandings.



Kickoff for Chamaeleon Space 2.0 & Coworking Café at "Chamaeleon Space" 1.0

OUR STORIES



**Revitalised Retail & Small
Businesses City Centres –
Stories from the CINEMA Pilot
Locations:**

KAMNIK, SLOVENIA

GABROVO, BULGARIA

LEONDING, AUSTRIA



KAMNIK, SLOVENIA

Old town centre revitalisation with new businesses and creative ideas

Implemented tools

- Empty Floor Spaces for Creative Businesses
- Creative Voucher for New Businesses
- Shop Window Designs (POP-UP shop windows)
- Storytelling for New Retail & Small Businesses

Challenges addressed

- The lack of businesses detracts from the attractiveness of Kamnik for locals, visitors and tourists
- Showcasing the potential of creatives for other businesses and urban regeneration
- Building trust in new revitalisation projects with landlords and other stakeholders (residents, local policymakers and others)

Results achieved/expected change

- **6 owners** of long-term empty floor spaces from the old town centre were identified and convinced to participate in the revitalisation process
- **Settling of 3 new creative and innovative entrepreneurs** as a result of the open call for the Creative Voucher (a music store of vinyl records & unique handmade craft products, a tattoo studio and an energy escape room) that contribute to the attractiveness of Kamnik's old town

- **4 POP-UP shop windows** designed by creatives, presenting local young entrepreneurs' products
- The "Kamnik, my entrepreneurial city" storytelling campaign **raised awareness among the target audience** for the entrepreneurial potential of Kamnik

Summary

The old town centre of Kamnik suffers from a lack of small businesses and retailers, which means there are a large number of long-term empty shop spaces. The biggest specific challenge was that empty spaces are mostly privately owned. The analysis of empty retail or business spaces served as a basis for further revitalisation measures and identifying the long-term empty floorspace of strategic importance for revitalising the city centre. Building trust, constant dialogue, transparency and connecting different interested stakeholders was crucial for the success of our activities. As a result of the creative voucher and other activities, Kamnik became richer for three new innovative and creative entrepreneurs and four POP-UP shop windows designed by creatives to present local young entrepreneurial products.

The story

Kamnik is a small town in central Slovenia. It boasts many historical buildings in its old town centre, but many are empty for different reasons. To respond to the highlighted challenges, we identified strategically important long-term empty floor spaces for revitalisation. We convinced private owners to rent them out. Our goals were to fill empty floorspaces with innovative, creative and resilient retail and small businesses, promote the pilot location and its activities among different interest groups (e.g. local community, policymakers, creatives) and revitalise the town centre. We more than succeeded in reaching our goals, thanks to integrating the creatives into our processes and the following tools:

Empty Floor Spaces for Creative Businesses: we identified long-term empty floor spaces with strategic importance for revitalisation. The analysis of concrete empty retail served as the foundation for further revitalisation measures and identification of actual needs (different from our consumption). That led to the agreement with the landlords about cooperation in the revitalisation process.

Creative Voucher for New Business: We launched an open call in which we offered free consultancy services to all interested in applying, assessing their business ideas and helping prepare the application. Ten entrepreneurs applied, but three were granted creative & consultation vouchers for services that helped them upgrade their business products and models in a more resilient and sustainable way.

Storytelling: We presented Kamnik as a location with the potential for the development of entrepreneurship, based on its tradition and a diverse, prosperous business and innovation ecosystem, with the help of authentic personal stories of the local entrepreneurs and their businesses. The brand “Kamnik, my entrepreneurial city” was created to emphasise the distinctive advantage of the city.

In the **open call for pop-up shop windows**, three creatives were selected to design four empty shop windows with innovative content on local entrepreneurial products. Combined with a new tourist product of the town, a QR code on a floor sticker invites passers-by to take a walk through the town and promotes Kamnik’s entrepreneurial and creative potential.

POP-UP windows and new entrepreneur

Lessons learnt & tips for successful implementation of selected tools

Working closely with the municipality and local business support organisations led to the successful connection of three long-term empty floor spaces with three creative entrepreneurs and four empty shop windows designed by creatives to present the local product of young entrepreneurs. During this process, we learned that:

- **The ownership structure matters** when trying to revitalise city centres. Interventions should be developed on an analysis of the needs of the owners.
- **Vouchers can stimulate the readiness of entrepreneurs** to rent long-term empty spaces. Vouchers help upgrade entrepreneurial ideas **in a more resilient and sustainable way**.
- A successfully **established connection between the owner** and the entrepreneur is a prerequisite for using the voucher.
- **The use of softer tools to attract private owners in the revitalisation process is crucial.** It is difficult to influence the private owners of long-term empty spaces as private property is protected in the highest legal acts.
- **It is a space that enables cities to stimulate new social and economic practices.**
- The communication dimension is gaining increasing importance in the strategic management of cities.



Photo: Aleš Rosa



GABROVO, BULGARIA

Unlocking District 6 for New Opportunities

Implemented tools

- Floor Space Analysis
- Creative Voucher for New Businesses
- Share, Experience, Imagine - Mobilisation for Culture and Arts CooperationI
- Storytelling for New & Creative Retail & Small Businesses

Challenges addressed

- Mainly small residential buildings – totally or partially abandoned, or in a poor condition
- Private ownership (except for a former school building) and properties with a lot of successors living outside of Gabrovo
- No retail trade, only gastronomy and accommodation services
- Complex administrative procedures for renovating buildings because of their status as cultural and historical heritage
- Lack of an active community to work for the revitalisation of District 6

Results achieved / expected change

- **An elaborate floor space analysis** of empty retail or business premises
- **4 empty premises identified** for the purposes of the open call for entrepreneurs
- **3 new businesses settled & 3 filled empty floor spaces** in District 6
- **A database with historical reference** on District 6 collected for storytelling purposes
- **A single unifying visual identity** for all activities related to District 6
- **A 10-day cultural programme** in District 6 with local, national, and international participants
- Printed publication about District 6 and its potential based on the storytelling approach
- Collaborations between public authorities, cultural institutions, NGOs, creatives and businesses

Summary

Each city has its own historical heart. Gabrovo's heart is known as District 6 – the oldest neighbourhood in the city and where the past, present and future coexist. It encompasses the enterprising, creative and inquisitive spirit of the people of Gabrovo. Find your place in District 6 and unlock it for new opportunities through creativity and collaboration!

The story

District 6 is part of an area with concentration of cultural and historical heritage. In the 18th century craftsmen and traders settled here and created the first commercial street. Due to various urban processes, the neighbourhood lost its vibrancy and commercial functions. But in recent years and with the financial support of the EU, the municipality managed to carry out the rehabilitation of the public infrastructure.

The pilot actions in District 6 continued the promising streak of improvements for District 6. The analysis resulted in establishing contacts with owners of empty spaces who were interested in the project. As a next step, four spaces were included in an open call for proposals in support of small businesses and creative industries for a two-year use. The public-private partnership offered incentives for the winning tenants, including a free consultation in one of the following

areas: visual identity, marketing and communication, website and online store, or interior design and branding. The open call resulted in revitalising three out of the four empty spaces in District 6 with new businesses.

At the same time, the CINEMA team prepared a 10-day cultural programme for District 6. In June 2022 various cultural producers and organisations revitalised the streets of the neighbourhood with site-specific events, creative workshops, exhibitions of local and foreign artists, a public discussion on design and fashion, visual transformations, documentary theatrical performances and literary tours of the city. These revealed the hidden potential of District 6 for small and retail businesses, for creative industries and for transforming it into a vibrant and attractive city spot.

In addition, content (visual and written) on the history, buildings and inhabitants of District 6 was collected to be used for storytelling. Part of it was integrated in the storytelling documentary theatre during the cultural programme, and another part was used to produce a small printed publication on District 6 serving cultural and tourist purposes.

Lessons learnt & tips for the successful implementation of the selected tool

As a result of the pilot actions, we were able to get acquainted with the resources of District 6. The established cooperation with various local stakeholders is a prerequisite for future co-creating policies. We also brought public attention to a central place in Gabrovo, which was previously somewhat neglected. By temporarily saturating its streets with a variety of cultural initiatives, we hope to activate a constant interest and curiosity in the area and bring more businesses and visitors to its streets.

We highly appreciate the partnerships we established with other public authorities, NGOs, BSOs and creative districts in the country while implementing the CINEMA project. The collaboration among us created an informal network which promises a lot of future joint projects.

The most important lesson that we learned is that the strongest engine for the development of a place is the ordinary people / civil society and their awareness and willingness to make changes. What we still need to do after the project ends is to motivate the local community to accept the revitalisation of District 6 as its own cause and embrace its role as a driving force.



10 Days of Culture in District 6: theater & literary walk in District 6 with Bulgarian poet



LEONDING, AUSTRIA

Leonding – come on in. regional. innovative. creative.

Implemented tools

- GROW, SHOW & DO tools
- Co-Creation Lab - Distil and Plant

Challenges addressed

- Accepting new processes and new transformation approaches
- The need for mutual understanding and trust of policy makers

Results achieved / expected change

- **Creation of a place** where local businesses can present themselves, connect and collaborate with other businesses and creative industries to develop creative and innovative solutions
- **2 new creative businesses** set up in the inner city (florist and concept store)
- **52 innovators engaged** in ideas for innovative cooperation projects and four creative entrepreneurs are showcased and displayed in the mobile presentation space

Summary

To revitalise the city of Leonding and give citizens the necessary space for them to grow and innovate, we created a three-step process. The masterplan behind the pilot process was to seed and plant the ideas and watch them grow and

show the results always with retail, SMEs and creatives in mind. Starting with the TELL part, a series of workshops was held aimed at encouraging cooperation between creative minds, innovators and SMEs and generating ideas for inner city regeneration. This was followed by the SHOW part, which involved **a telephone booth** used as a mobile exhibition, placed in front of the **44er Haus**, to showcase the creative industries in Leonding. Finally, the DO part focused on bringing together concrete project ideas (as the result of the TELL workshops) and the right people for enabling the idea implementation.

The story

A set of different factors, such as changing shopping, consumption and mobility habits, the emergence of new forms of retail, growing online trade and the pandemic have intensified the deterioration of many city centres, including that of Leonding. Consequently, local businesses are facing several challenges, including a lack of skilled workers and transparency, rising costs, lack of security and lack of appreciation. Some other challenges and problems faced by small local businesses include: cognitive dissonance, everything becoming more expensive, difficulties in finding the right product range, everybody thinks about themselves; thus, there is little collective spirit, ad-

vertising is made difficult with the continuously increasing offer, shortage in regional raw material supply, uncertain future perspective, concern for the young generations, new challenges vs. old structures and long delivery times.

In order to turn the 44er Haus into the gravitational centre of the city and be a lighthouse example for town revitalisation, several tools were implemented in the course of the project. The piloting activities started with the Distil WS in October 2021, where over 20 stakeholders (citizens, SMEs, politicians, and creative industries) developed ideas to attract the 44er Haus and the city centre with CCI. Out of the individual ideas, the stakeholders distilled the most promising and impactful ideas to transform the city centre.

In total, approximately 30 different SMEs and creative minds participated in the next step, the TELL workshops. By supporting creatives into bringing ideas into the doing, the 44er Haus is now considered a city lab and as a safe space to foster a trial-and-error approach (PLANT & GROW). **The lab is a place where citizens, creatives, businesses and city administration come together to co-create ideas, tools for collaborations and implement the ideas in city revitalisation projects.** The workshops were dedicated to regional production, cross-innovation, social innovation and traditional innovation. Every workshop had a short introduction about the topic, a keynote speaker from the industry with broad experience on each topic and an interactive part followed by networking possibilities.

This was followed by the SHOW & GROW tool, with the theme “WE introduce ___”, which involves a mobile exhibition space in the form of an attractive and inspiring telephone booth placed in front of Studio 44. This aimed at showing the “hidden champions” of creative industries in Leonding, and ultimately increasing the visibility and awareness for creatives, retailers and SMEs.

In November, the DO or implementation phase started, where ideas and projects generated during the TELL part were put into action in a workshop with the help of a facilitator who supported, guided and motivated the SMEs and organisations towards developing actions for implementing their project ideas.

One example of a project is the cooperation between Derntl der Fleischermeister (meat master) and Hofbauer der Obstveredler (fruit processor), who, with our support, are planning to develop a delivery-sharing service for companies in Leonding. During the DO workshop, they had the opportunity to think about what they need for the service’s implementation. The implementation of this project idea is planned for 2023.

Lessons learnt & tips for the successful implementation the selected tool

Up to now, the 44er Haus was used as school, the seat of the municipality administration and library. Now, it can be seen as the driving force for sustainable developments in rural areas and a contact point for people and organisations looking to develop and implement new ideas. Furthermore, with the revitalisation actions implemented during the project, the 44er Haus will establish itself as an Upper Austrian best practice for user-centred co-creation, leading to the desired revitalisation.

This transformation did not happen quickly; it required the **time and patience** of all stakeholders to have a mutual understanding of the process and openness to collaborate and is still ongoing after the project end, as part of the local action plan. The implementation process proved to be a learning process for both policy-makers and for citizens to learn how to interact directly, co-create and develop something of mutual benefit for the future of Leonding. Finally, after conducting the series of TELL workshops, where several ideas were generated, we learned that these **ideas need guidance and support for their implementation.** As a consequence, the DO workshops were organised in order to provide this final support for the implementation of the projects.



The 44er Haus & a telephone booth, used as a mobile exhibition

OUR STORIES



**New Creative Industries (CI)
Support Centres – Stories
from the CINEMA pilot
locations:**

TIMISOARA/RESITA,
ROMANIA

BALTI, MOLDOVA

SOMBOR, SERBIA



TIMIȘOARA/RESITA, ROMANIA

Hands-on workshops are making the difference for CI entrepreneurs

Implemented tools

- Competence Centre for Entrepreneurs
- Heroes of Creative Installations

Challenges addressed

- Diversity of CI companies and activity types makes it hard to develop niche services relevant for large groups of entrepreneurs
- Creative industries are inside their own ecosystem and always scattered in small groups

Results achieved / expected change

- **Service portfolio** developed together with CI representatives and tested through pilot implementation to CI companies and organisations
- **The communication campaign** supporting the services developed was successfully implemented having reached 4,800 people and 400 engagements
- **5 training materials based** on the digital online tool were successfully developed and presented to participants, reaching 207 unique visitors online and 295 views, meaning that the content was accessed by the CI community
- **10 advisory services** delivered to CI companies and organisations to support their development goals

- **Artistic residency pilot programme** for Hala Minda and international exposure through the European Bauhaus programme and UNESCO Global Network of Learning Cities

Summary

For the CI entrepreneurs who are scattered around social media environment, co-workspaces, meeting places and unusual communities, it was difficult to understand how they should be supported. Based on continuous dialogue with leading companies and community managers, we approached the challenge in two ways: by strengthening business capacity around important themes (IPR, funding, internationalisation) while testing pilot activities for the Hala Minda Resita artistic residency and winning the European Bauhaus programme and UNESCO Global Network of Learning Cities.

The story

Our vision was that we needed to strengthen the critical mass of CI entrepreneurs to become future clients for Resita Hala Minda. We started to create a journey of service-development processes around key aspects of a creative business:

- From funding needs to **“get funding skills”**
- From flying ideas to **innovation management awareness**
- From developing & design to protect your **IPR tools**
- From finding clients to finding **international partners.**

Five training materials have been developed, made available online (CANVA) and connected to specific support services that could be delivered based on one-to-one interaction. This way we have shown to potential beneficiaries the content and the services that can be delivered as a follow-up.

Our dynamic social media campaign managed to reach 4,800 people and harness 295 online visitors on our online training content.

Using the pull method and creating win-win scenarios, we managed to deliver three physical workshops reaching 42 participants from CI sectors: start-ups, students from communication & visuals & arts, freelancers and Ukrainian refugees in Timisoara willing to start a business.

Our successful applications:

- The ICT company successfully applied for the EU IPR fund for SMEs, had technical discussions on proof-of-concept call, joined several one-to-one workshops to develop new services using design thinking canvases and had technical discussions with the local university to include technologies within their own community platform.
- The children clothes producer successfully created a profile to be promoted on international markets, received information regarding the Japanese market, Romanian export programme and is intending to build a Kickstarter campaign.
- The CI support infrastructure had technical discussions on eligibility rules regarding future funding. It received support on a research project under the European Bauhaus project.

- The local technical university included the content created within their own acceleration programme targeting young student entrepreneurs willing to develop innovative businesses.
- A local funding organisation that provides funds related to culture, social and sports received a presentation on matching funding and communication activities for a bigger impact.

Lessons learnt & tips for the successful implementation of the selected tools

- The creative companies were open to learn how to grow their ideas using the innovation management approach but presented in an intuitive manner where creation milestones are connected to investment needs.
- Since there are already some activities for the CI in the ecosystem, it is important to build in the already existing initiatives and to provide valuable information that can make a difference.



Workshop with creative students & businesses



BALTI, MOLDOVA

NORTEK, the first Innovation and Technological Transfer Centre in the North Development Region, launched in Balti

Implemented tools

- YOUTH Create
- Online Support Tool

Challenges addressed

- The need for increasing the skills of future young entrepreneurs who would be eager to contribute to the development of the regional economy and improve the innovation applied in the production/service of CI

Results achieved / expected change

- Formation and promotion of **interactive platforms for cooperation between representatives of CI and traditional regional sectors**
- Providing **7 individual consultations for potential business developers** in the field of creative sector
- **Transfer of knowledge and experience** by experts in the field of CI to the younger generation
- More than 50 people with increased capacities in business plan development, CI related fields and storytelling; 1 video related to CI and young entrepreneurs tool developed and 5 conducted workshops

Summary

The creative industries sector is an emerging field in the North Development Region. The main challenge consists in the fact that most of the companies working in the CI field are offering outsourcing services and produce outputs with limited added value, thus being only a source of educated workforce for foreign companies. In this sense, it is important to increase the skills of future young entrepreneurs who would be eager to contribute to the development of the regional economy and improve the innovation applied in the production/service of CI.

The story

The **Innovation and Technological Transfer Centre in the North Development Region** will essentially contribute to the creation of an environment favourable to research and business development based on innovation and technological transfer. Thus, it will enhance the regional competitiveness in terms of innovation, by supporting and promoting all actors involved at the regional level: academia, research centres, local public authorities, businesses, etc.

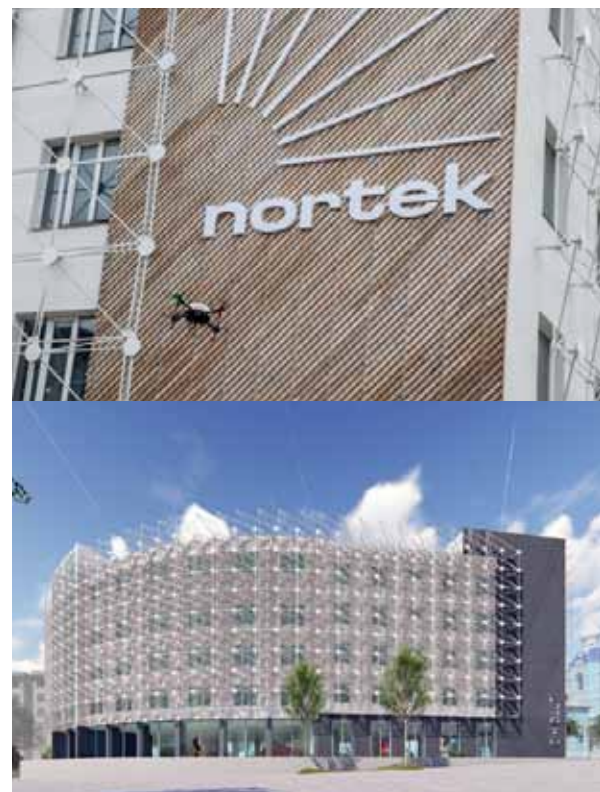
Also, an important result linked to the pilot location will be the strengthening of the environment of innovative businesses in the region by promoting partnerships in different fields and implementation of innovative solutions for the development of start-ups in the North Development Region.

Lessons learnt & tips for the successful implementation of the selected tool

The Innovation and Technology Transfer Centre is conceptualised as a platform of cooperation between academia, creative industries and entrepreneurs.

Lessons learnt:

- It is indispensable that the creative sector works in cooperation with other fields, especially in futuristic projects.
- The laboratories with modern equipment and machines will be used by the start-ups for prototyping their ideas and consulting them.
- The development of young creatives' skills is a must both in contributing to the increased number of local start-ups and their internationalisation, as well as the advancement of existing companies in the CI sector.



The Innovation and Technological Transfer Centre in the North Development Region



SOMBOR, SERBIA

Matching demand and supply in CI needs

Implemented tools

- Financial Support Overview
- Online Tool for CI Support Centre

Challenges addressed

- Enhancing the capacities of the tool for users to get better assumptions of financial and non-financial support
- Covid pandemic and increased unemployment of workers in the creative industry

Results achieved / expected change

- Increased **support for the CI** sector
- **Marketing and communication support** being developed, as well as **a service portfolio**, through implemented training and advisory service for the creatives
- **6 online workshops** held for the participants from the CI sector and **10 advisory sessions** for the interested organisations and individuals

Summary

Serbia's CI are mainly composed of small businesses, sole traders and small-scale studios that pursue flexible and innovative business models. Larger urban centres (Belgrade, Novi Sad, Niš) are seeing rapid growth and a concentration of creative firms due to their significantly more robust infrastructures and

distribution networks and supply of creative professionals.

The city of Sombor is the administrative centre of Westbačka District, located 175km north-west of Belgrade, with a population of 85,903. It has a recognisable identity since Sombor has been a cultural, administrative and economic centre at the crossroads of states and civilizations for more than half a millennium.

Creatives from the Sombor area predominantly do different kinds of handicrafts: glassware, calligraphy, basket weaving, soap making, jewellery from natural materials, etc. They need to be informed about different kinds of support offered through city/provincial/state calls. Since we covered the whole Bačka region, CI from other areas also needed improvements of their marketing activities, introduction of new tools for their businesses, as well as enhancement in capacity building and know-how.

The story

For this pilot online location, two tools were selected: the financial support tool and the online support tool.

The rationale behind this selection is that the Covid pandemic has put many barriers in front of us, one of them being restricted contact and insufficient financial means. Therefore, we decided to bridge the gap between project activities (setup of the CI support centre) and

the refurbishment of the building where it will be housed. In this way, relevant (financial, legal and educational) information concerning the CI sector can be found in one place and is available to anyone.

The financial support tool is the most prominent financial support tool used by relevant institution bodies (funds, government/provincial/local bodies, international donors, etc.) which provide financial support to final beneficiaries to start new ventures, enhance competitiveness of SMEs, encourage new job openings, support the internationalisation of the SME sector, increase innovation, etc. The financial support tool represents the main negotiating tool in providing financial resources for expanding capacities of mature ventures or start-ups.

After workshops were held, interested individuals and organisations from the CI applied for advisory services. Depending on the needs of the users, services were provided in the field and some on the premises of the project partners. In total, 10 organisations received advice on the development of their business.

Individuals and organisations from the CI which received advisory services come from different CI branches: from creative agencies for graphic design and design services, consulting and media management agencies to freelance artists and music festival organisers. Some of our clients are in traditional crafts, doing different kinds of handiworks: glassware, calligraphy, basket weaving, soap making and jewellery from natural materials.

The creatives received advice in the field of:

- Capacity building for attracting grants and different types of funding for the purchase of materials, travel and per diems for fairs and exhibitions
- Applying for subsidies for starting new ventures

- Possibilities of applying for funds from both domestic and international sources
- Applying for institutional support through the recruitment programme for new employees, specifically youth
- Popularisation of female entrepreneurs and traditional crafts through workshops
- Presentation and visibility on social media and improvement of marketing activities, etc.

Lessons learnt & tips for the successful implementation of the selected tool

After concluding our advisory services, the Rustikanna artisan art atelier (<https://rustikanna.com/>) decided to apply for funding through a public call for co-financing of project activities of importance for the improvement and development of female entrepreneurship in the territory of Sombor in 2022. She successfully prepared a project proposal and her project was selected for funding.

Lessons learned:

- Promote and advertise open announcements more strongly
- Before announcing, listen to the needs or maybe even consult with CI representatives
- Education in the field of finance and business management is much needed
- Education in project proposal preparation is of importance



City of Sombor & advisory services session with art atelier Rustikanna

OUR PARTNERSHIP

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Associated partners

Plovdiv Regional Administration, Bulgaria

City of Novi Sad - City Administration for Culture, Serbia

Košice Self-governing Region, Slovakia

City of Linz, Austria

Municipality of Kamnik, Slovenia

WHERE TO FIND MORE

About the CINEMA project

All important information about the CINEMA project, including final results and outputs, partnership, policy recommendations to foster urban regeneration processes and more, are available at the CINEMA official webspace.

www.interreg-danube.eu/cinema



Creative Urban Revitalisation Toolset – CUR Toolset

If you want to check out all the tools online, feel free to browse the CUR Toolbox filled with information for your urban revitalisation projects and download additional support material for your workshops. You can also get inspired by our compiled best practice examples for "Creative Floor Space Concepts" for your next urban vacancy project.

www.hdm-stuttgart.de/wib/projekte/forschung/cinema_toolset



CINEMA YouTube Channel

The Cinema YOUTUBE channel offers short videos through which you can get an excellent insight into our tools and implementation processes into the pilot locations.

www.youtube.com/@interregdtp-cinema9801







EUROPEAN UNION

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