



# CREADIS3 ACTION PLAN WALLONIA

AN IMPROVED CREATIVE  
HUBS' POLICY TO CONTRIBUTE  
TO THE WALLOON SMART  
SPECIALIZATION STRATEGY



# Index

<b>1. General information</b>	<b>3</b>
<b>2. Policy context</b>	<b>5</b>
<b>3. Action plan vision</b>	<b>7</b>
a. Context	7
b. Fields of action	9
c. Objectives	10
d. Methodology	10
<b>4. List of actions</b>	<b>11</b>
<b>5. Details of the actions</b>	<b>12</b>
• Action 1: Evaluating Creative Hubs’ impact	12
• Action 2: Organizing an operational committee for creative hubs	15
• Action 3: Strengthening the potential of creative hubs within the Walloon smart specialization strategy	19
• Action 4: Organizing the collaboration among federated entities in Belgium	23
• Action 5: Supporting Creative Hubs’ communities and infrastructures specialized for CCIs	26
<b>6. Endorsement</b>	<b>30</b>

# 1. General Information

## A. Project

**CREADIS3 - Smart specialization Creative Districts**

## B. Partner Organisation

Public Service of Wallonia

## D. Country

Belgium

## E. NUTS2 Region

Wallonia

## F. Contact Person

**Name:** Delphine Goderniaux

**Email address:** [delphine.goderniaux@spw.wallonie.be](mailto:delphine.goderniaux@spw.wallonie.be)

**Phone number:** +3281333946

## 2. Policy Context

### A. The Action Plan aims to impact

- Investment for Growth and Jobs programme.
- Smart Specialisation Strategy.

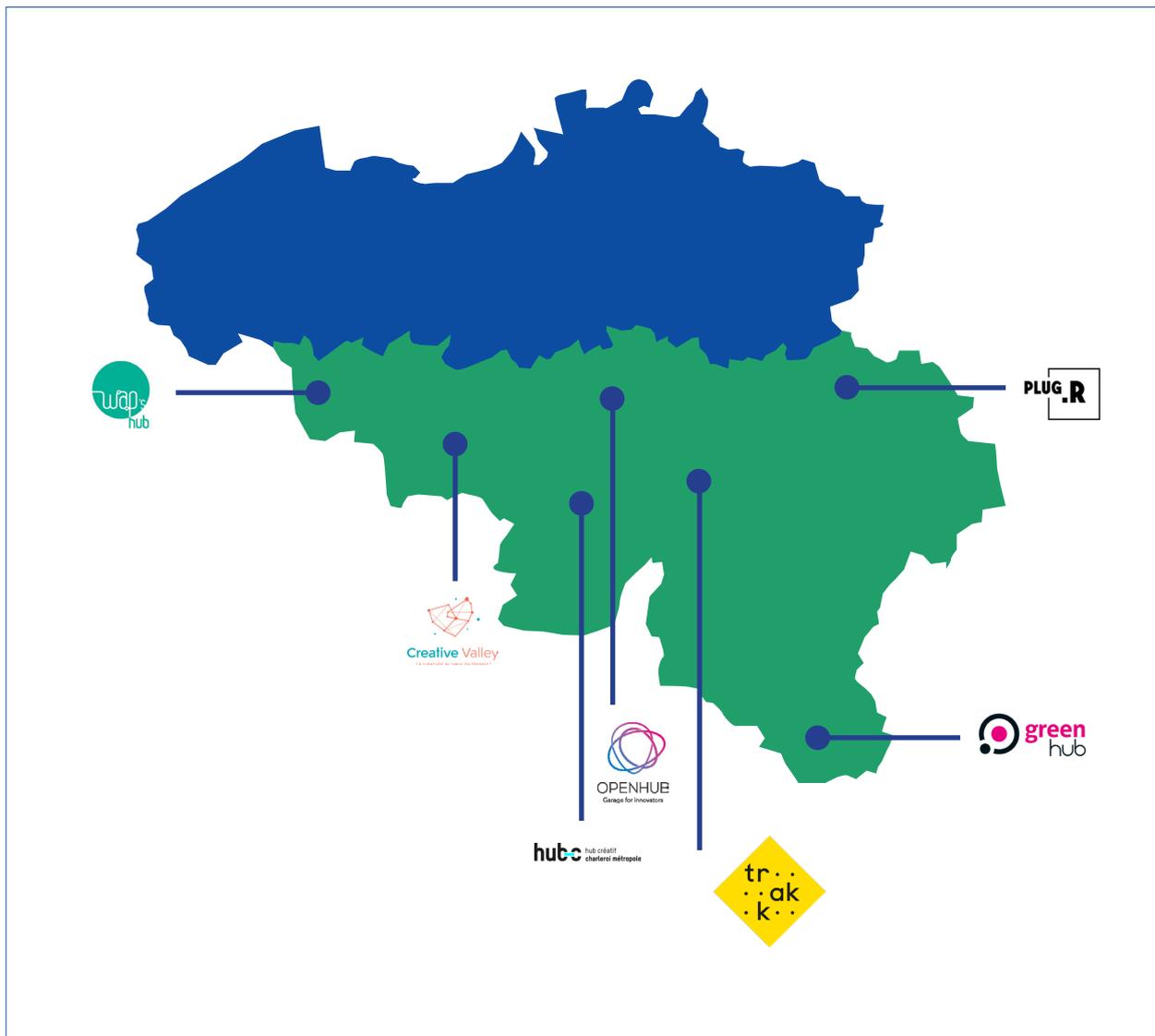
### B. Name of the policy instrument addressed

- Regional Operational Programme Investment in Growth and Jobs ERDF 2014-2020, Regional (ERDF) – Transition zone (Provinces : Hainaut, Namur, Luxembourg, Liège) Regional Operational Programme ERDF Wallonia 2014-2020 – Most developed zone (Walloon Brabant Province).

Priority or measure concerned: support to the installation of creative hubs in university city and/or city with more than 50 000 inhabitants.

In 2014, within the framework of its Creative Wallonia programme, Wallonia stimulated the emergence of 7 Creative Hubs disseminated among the territory. They aim to impulse at the local level a new creative economy dynamics by fostering collaboration between CCI and “traditional” industries. The goal is to stimulate creativity and cross-collaborations in order to generate innovative projects and enterprises. They act simultaneously as ideas generators, as services providers (co-working spaces, Fab Labs, training, coaching) and as binders (between CCIs themselves, between CCIs and the classic industry world).

These Creative Hubs are based in cities and managed at a local level but within a global regional strategy. Their partnerships include private and public local actors such as cities, inter-municipal cooperation bodies, universities, innovative companies... After the pilot phase under the Creative Wallonia programme in 2014 and 2015 (1,700,000 €), Creative Hubs are now funded by the European Regional Development Fund for a global amount of 52,000,000 €, infrastructures included.



The Government of Wallonia is the Managing authority for the ERDF programme. Under the ERDF 2014-2020 Operational Programme, the Walloon Government has appointed the Public Service of Wallonia/ DGO6/Economic Policy Directorate responsible body for the implementation and the monitoring of the Creative Hub Action under the ERDF. It has therefore full capacity to influence the policy instrument.

## 3. Action Plan Vision

### A. Context

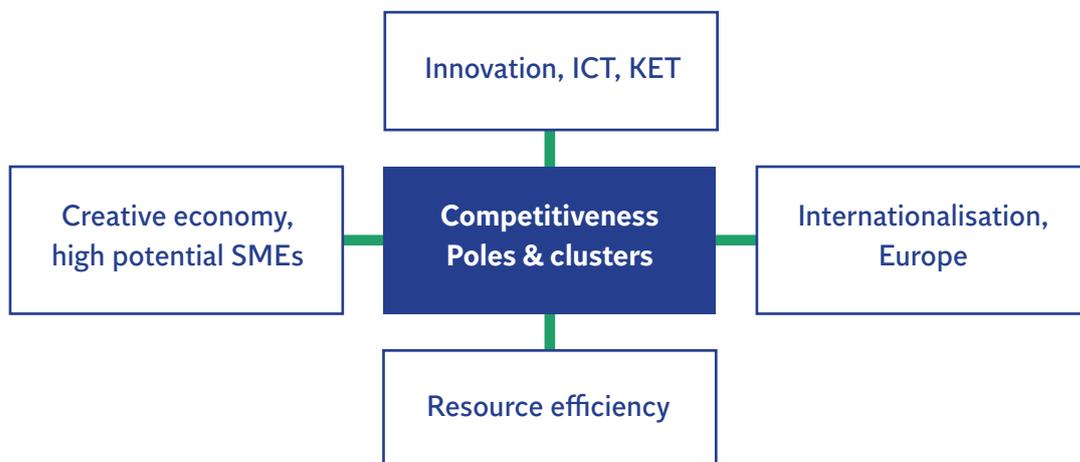
Since 2010 the **Creative Wallonia programme** has quite impacted the whole CCIs sector. Creative Wallonia is a framework programme that puts creativity and innovation at the centre of the Walloon project and its regional development. Even if the Creative Wallonia programme is focusing only on CCIs (because creativity concerns all types of industries, and also students, citizens, institutions...), it is the first economic programme in Wallonia that takes into account the CCIs as a relevant sector; a sector that can really boost the economy because creativity is already its core business. It is also the first economic programme in Wallonia that considers non-technological innovation as relevant for developing a more competitive economy. The main philosophy of Creative Wallonia is to break down the traditional barriers between sectors, establish a crosscutting dynamic between regional stakeholders (businesses, public sector, general public, educational institutions...) and to offer a large panel of services. The Creative hubs policy was somehow a territorial output that came out from the Creative Wallonia programme before being included in the ERDF programming period in 2014.



**Creative Wallonia**

Creative Wallonia has experienced 2 programming periods (2010-2014 and 2015-2019). In between, 2 important facts generated impacts on the actual programming period:

- In 2013, after 3 years of implementation of the Creative Wallonia programme, Wallonia started the **“Wallonia European Creative District” (WECD)** project according to the label it had received by the European Commission. WECD was not an action programme but a study programme with pilot actions. It enables the Walloon Region to experiment a governance model and some useful tools in order to demonstrate the role of the creative economy and the creative industries in the regeneration of the regional economy in a given period of time and in the European context. The WECD project analyzed and tested what could be the most relevant to boost the creative sectors in 4 domains: improving creative skills and education, improving business support, improving access to finance and facilitating clusters and networking activities, using a 4 points methodology: integrated approach, policy mix, collective intelligence and iterative process.
- In 2015, Wallonia adopted its **Smart Specialization Strategy**. Even if the Walloon S3 strategy is mostly focused on its competitive clusters<sup>1</sup>, it also emphasizes on 4 transversal axes: digital&ICT, SMEs internationalization, resources efficiency and creative economy. Thanks to the launching and success of the Creative Wallonia programme in 2010-2014 followed by the WECD project in 2013-2015, the Walloon S3 Strategy included the creative economy in its scope and therefore identified the CCI’s sector as an important sector with a strong innovation potential.



1. The Walloon competitive clusters are groupings of companies, training centres and public or private research units in a leading sector of the economy, for instance logistics&transports, aeronautics&space, sustainable chemistry&materials, biotechnology&health, agro-industry and mechanical engineering.

The WECD project's conclusions were used to improve and enlarge the Creative Wallonia programme in 2015-2019. It is now defined by a 4-axis framework: stimulating creativity; training on creativity; supporting creative and innovative people in their projects or new practices; scaling up the entrepreneurs with strong potential.

Regarding this history, one can notice that a new creative era is arising. Indeed, the second Creative Wallonia programming period is coming to an end in 2019 and the Walloon S3 Strategy needs to be revised in order to define the next Structural Funds programming period for 2021-2027. It is thus in that context that peer learning and action plans are needed in order to give new inputs and guidelines to Wallonia's innovation and creativity sphere, especially as regards the Creative Hubs policy.

During the learning phase of the CREADIS3 project, the work was focused on mapping and clarifying the Walloon overall creative ecosystem in order to have an exhaustive understanding of the landscape. This preliminary work both allowed to look at Wallonia's own creative ecosystem and to learn about other global systems of governance around creative sectors and companies. The Study Visits organized in the CREADIS3 partners' regions made the mapping works and the good practices identified very tangible. It is now time to take actions regarding that benchmarking.

## B. Fields of action

As the policy instrument addressed is the Creative Hubs, the Wallonia's action Plan will not be focused on particular sectors. Indeed, the role of Creative Hubs is to generate innovative projects by stimulating creativity and non-technological innovation regardless of the sectors. The actions developed will mostly concern aspects related to governance and cross-collaboration within creative ecosystems. Now that each Creative Hubs has been settled, it is needed to work further on their specificities and to push forward the collaboration among them and with other actors of the Walloon ecosystem.

It is also needed to include them in macro-economic considerations on open and cross-innovation in order to amplify their impact, not only at the Walloon regional level (S3, ERDF) but also in the Belgian national context.

By appearing almost in the whole CCIs' value chain (competence development, creation, entrepreneurship, innovation, growth), an improved and clearer Creative Hubs policy will generate a growing impact for CCIs and creative companies in a local context.

## C. Objectives

According to the initial plan, this new policy instrument should be improved, thanks to the CREADIS3 project, as regards aspects related to:

- **Multi-level governance:** aligning strategies at all levels (local/regional/national/international) and keeping the coherence between the regional policy and local specificities of each Creative Hub.
- **Capacity building:** organizing a mutual consolidation between the 7 Walloon Creative Hubs in terms of territorial actions, academic work and support to new economic activities and leadership.
- **Impact:** maximizing the benefits of the action for the Creative Hub itself and for its beneficiaries (start-ups, SMEs, artists, local actors...).
- **Internationalization:** supporting regional/national/international initiatives that could intervene in support of the internationalization of the Creative Hubs.

The Action Plan proposed hereunder is clearly in line with those initial concerns. By dealing with creative ecosystems and governance in the context of Smart Specialization Strategies, the CREADIS3 project will really help Wallonia to improve its Creative Hubs policy and the creative ecosystems around them and include them in future macro-economic considerations related to S3 and ERDF programming.

## D. Methodology

The Economic Policy Directorate of the Public Service of Wallonia is responsible for the implementation and monitoring of the Creative Hub Action under the ERDF. It can therefore already take actions regarding this policy instrument. All the actions described in the CREADIS3 action plan will be supervised by the Economic Policy Directorate in order to ensure the achievement and the completion of the action plan, as well as the coherence between the different actions. Indicators per action have been set so that tangible results could be achieved. The other operators involved have been informed and intensively support the activities. For each action, the Economic Policy Directorate will work closely with them. Relevant materials, mails and achievements will be kept.

The Economic Policy directorate will also keep the Lead Partner informed of the overall implementation progress of the Walloon action plan.

## 4. List of Actions

1. Assessing the **impact of the Creative hubs** policy and building additional and complementary indicators that will measure the added-value of Creative Hubs' ecosystems and their impact on innovation.
2. Organizing an **operational committee for Creative Hubs** and open innovation platforms in order to coordinate, strengthen and make more coherent the innovative role of these operators in the general Walloon policy mix.
3. Providing inputs related to CCIs and strengthening the use of open and cross innovation platforms such as Creative Hubs within the framework of the revision of the **Walloon Smart Specialization Strategy**.
4. Creating and organizing **collaboration among federated entities** in Belgium (Flanders, Brussels and the Wallonia-Brussels Federation) for open innovation and creative industries.
5. Supporting the creation of **specialized CCI and digital Creative Hubs** at a local level also gathering Fab Labs, Living Labs and coworking spaces.

## 5. Details of the actions

### Action 1

#### EVALUATING CREATIVE HUBS' IMPACT

##### THE BACKGROUND

The CREADIS3 project is about creative ecosystems. But how to enhance and foster those creative ecosystems if we cannot evaluate them and measure their impact? In order to strengthen the Creative Hubs policy, we first need to assess their actual results and successes. Alternative indicators to the ERDF are needed in order to better understand how the Creative Hubs work. For the time being, the only indicators that we have are those coming from the ERDF monitoring and they are very restricted: the number of companies supported by the Creative Hubs.

During the first phase of the CREADIS3 project, we realized that the impact of the Creative Hubs could not really be explained with tangible data. In general, Creative Districts' dynamics show little structured evaluation systems that enable an ongoing assessment of their outputs.

It also appears that other partners of the CREADIS3 project are faced with the same impact measurement problem. Indeed, Slovakia and Western Greece have also included an evaluation action in their action plans. Statements and methodologies were shared, and we will continue to follow each other's process.

## THE ACTION

This action consists in the global evaluation of the Creative Hubs policy, the creation of new indicators that will measure the added-value of the Creative Hubs' ecosystems and their impact on innovation, and the creation of a tool or a standard scheme that will allow the Walloon Region to pursue the evaluation in the future. Here are the steps to be followed:

STEP 1: drawing-up of a public procurement and selection of a provider that will be in charge of the whole evaluation (including building the additional indicators and creating the permanent tool). That step is already achieved and the consortium REID Consulting & INNO-TSD has been selected in June 2019. A kick-off meeting happened on the 3rd of September 2019.

STEP 2: the provider will have to work in co-creation with the Creative Hubs and will be supervised by the Economic Policy Directorate and the SOWALFIN<sup>2</sup>. He will produce an intermediary report and a final report.

STEP 3: the conclusions of the evaluation will be presented to the Ministry of Economy.

## PLAYERS INVOLVED

Responsible organization: the Policy Economic Directorate (Competitiveness and Innovation Department of of the Public Service of Wallonia).

Other actors:

- The provider (REID Consulting & INNO-TSD)
- The SOWALFIN
- The Creative Hubs.

## TIMEFRAME

June 2019 – December 2020

2. The SOWALFIN is a public structure that is responsible for the horizontal coordination of all the Walloon operators providing support to companies ; whereas the Economic Policy Directorate of the Public Service of Wallonia is responsible for the vertical coordination between European, national, regional and local economic policies.

**FUNDING**

0,2 FTE & Public procurement of 20,000 € (VAT excluded) on internal SPW human resources and budget.

**EXPECTED IMPACTS AND INDICATORS**

IMPACTS	INDICATORS
<ul style="list-style-type: none"> <li>• Obtaining a better view on how the Creative Hubs create and organize their local ecosystem.</li> <li>• Obtaining a better view on how the Creative Hubs have an impact on innovation.</li> <li>• Increasing the Creative Hubs visibility, storytelling and branding.</li> </ul>	<ul style="list-style-type: none"> <li>• One survey.</li> <li>• A set of new indicators for measuring the impact of the Creative Hubs.</li> </ul>

## Action 2

### ORGANIZING AN OPERATIONAL COMMITTEE FOR CREATIVE HUBS

#### THE BACKGROUND

The CREADIS3 project is about creative districts. Creative districts are defined as ecosystems that generate collaboration across public authorities and industrial stakeholders in order to foster the development of CCI as well as innovation. As **presented and analyzed in our mappings and territorial diagnostic** during the first phase of the project, the Walloon Creative Hubs policy symbolizes now the current Wallonia's Creative District. Indeed, because of the decentralized territorial context of Wallonia (polarization of the CCI sector on Brussels has resulted in a multipolar economic landscape in Wallonia with the co-existence of several urban centres), a general and unique model of Creative District for the whole Region was considered not entirely relevant. Therefore, since 2014 the Walloon government pushed forward the creation and animation of 7 Creative Hubs located in different Walloon cities. The goal of these hubs is to spread creativity towards society and enterprises within a specific territory and to include the CCI in their activities.

During the first phase of the CREADIS3 project, the Economic Policy Directorate had to present and to explain the Creative Hubs policy : either in the mappings and territorial diagnosis, either during study visits (in Bratislava, in the Basque Country and in Wallonia mostly). It was clearly a difficult task and we realized that the Creative Hubs policy may be attractive on paper but the objectives, the actions and the results of the hubs are still unclear. Many questions arose from the CREADIS3 partners : What is really a Creative Hub ? Who runs it ? For what purpose and for whom ? What is the difference with any other incubation service ? What is the link with CCI ?

Thanks to the discussions and exchanges with international partners, thanks to the mappings and the territorial diagnosis, we started to challenge our model of Creative hubs and we wanted to better determine the place and role of the Walloon Creative Hubs. For that purpose, we drew inspiration from Emilia Romagna Region and the Basque Country. Both regions have quite successfully achieved to coordinate ecosystems: CCI ecosystem in the case of the Basque Country and Innovation ecosystem in the case of Emilia Romagna.

**Basque Country:** a RIS3 CCI Pilot Group at the level of the Basque Autonomous Community was set up, with the aim of coordinating and aligning the RIS3 CCI strategies through a multilevel governance model. This group includes all the cultural and economic development administrations of the three

basque capitals, the three provincial and regional authorities, as well as all the sector facilitation nodes, the innovation STIs and technology centers. It is precisely this multigovernance model gathering both public authorities and stakeholders that we would like to reproduce.

**Emilia Romagna:** the added-value of the Emilia-Romagna innovation ecosystem lies in the fact that a unique agency commissioned by the public authorities (ART-ER, Attractivity, Research and Territory in Emilia Romagna) coordinates the main innovation and research stakeholders. With the SOWALFIN and the operational committee, we would like to start collaborating in order to better coordinate the Walloon innovation ecosystem; at the level of the Creative hubs at first and then by extending the committee to the whole sphere of open and cross innovation systems (hubs, living labs, fab labs, co-working spaces...)<sup>3</sup>.

## THE ACTION

A Creative District is defined as an ecosystem that generates collaboration across public authorities and industrial stakeholders in order to foster the development of CCI as well as innovation. It is precisely that goal that needs to be reached by each Creative Hub. For that purpose, this action is aimed at improving the Creative Hubs policy by reinforcing their role and place in the Walloon policy mix. Regarding the Basque and Italian experiences, several steps are now being followed :

STEP 1: creation of an operational committee for and with the Creative Hubs coordinated by both the SOWALFIN and the Economic Policy Directorate in order to work on the new general model of the Hubs and their specificities. The Creative Hubs operational committee has been created on the 26th of February 2019 and meets every 3-4 months.

STEP2: the committee's work intends to:

- Clarify and amplify the Creative Hubs' support services to companies and projects owners.
- Professionalize the Creative Hubs' human resources with relevant training.
- Increase the visibility of the Creative Hubs and their links with other operators of the economic support sphere.
- Emphasize experiences and good practices learned from international benchmarking.

3. Open and cross-innovation are concepts inherited from the CCIs. CCIs can be considered as a sector but also as a state of mind, an attitude or methodologies consisting in several processes : learning by doing, user-centered projects, public testing, collaborative intelligence, co-development, co-creation, etc.

The idea of the committee is also for the hubs to be in line both with the regional strategy and with the other operators of the regional economic development. It is also somehow the extension and deepening of the Stakeholders local group but restricted to the Walloon Creative hubs.

STEP3: widen the scope of this committee to all open innovation platforms (Living Labs, co-working, Fab Labs) in order to increase the impact of these new innovation processes and to boost the connections with traditional economic support and traditional industries.

This action will clearly lead to a more coherent Creative District mainly based on the Creative Hubs. Thanks to the European benchmarking, we have content and experiences to strengthen the Creative Hubs policy.

## **PLAYERS INVOLVED**

Responsible organizations: the Policy Economic Directorate (Competitiveness and Innovation Department of the Public Service of Wallonia) and the SOWALFIN.

Other actors:

- Wallonia Digital Agency (ADN)
- Creative Hubs
- Living Labs
- Fab Labs
- Coworking spaces
- Incubators

## **TIMEFRAME**

February 2019 – December 2021

## **FUNDING**

0,2 FTE SPW & 0,5 FTE SOWALFIN on internal human resources (+ meeting costs 1000€/year).

**EXPECTED IMPACTS AND INDICATORS**

IMPACTS	INDICATORS
<ul style="list-style-type: none"> <li>• Increased popularity of Creative Hubs as efficient open and cross-innovation tools for CCIIs or other sectors.</li> <li>• Increased professionalization of the Creative Hubs</li> </ul>	<ul style="list-style-type: none"> <li>• 3-4 operationnal committee per year</li> </ul>

## Action 3

### STRENGTHENING THE POTENTIAL OF CREATIVE HUBS WITHIN THE WALLOON SMART SPECIALIZATION STRATEGY

#### THE BACKGROUND

The CREADIS3 project is about creating and/or strengthening Creative Districts by including them into regional Smart Specialization Strategies. During the **mapping and territorial diagnosis** phases of the CREADIS3 project, we realized that CCIs and Creative Hubs were not really connected to the Walloon Smart Specialization Strategy. Indeed, even if the Walloon S3 identifies the creative economy as a transversal axis, no process or structured mechanism was put in place in order to connect the global S3 strategy and its competitive clusters with the creative operators on the field.

Thanks to the integrated report on Governance and the territorial diagnosis of the Basque Country and Emilia Romagna Region, we could really apprehend how those regions succeeded in making the CCIs and creativity fully part of their regional S3. For instance, the **Basque RIS3** has identified the CCIs as a niche of opportunities and they have developed lines of actions to be undertaken within the S3 framework such as:

- Development of RDI projects based on visual technologies/digital media, new/smart materials, languages technologies, digital platforms and services for content creation.
- Development on RDI projects in cooperation with other RIS3 areas e.g. advanced manufacturing.
- Technological transfer to these sectors.
- Innovation in business.

For that purpose, the Basque Country has set up a RIS3 CCIs Pilot Group (see also background of action 2). There is therefore a structural link between creativity and innovation, everything being endorsed by the Basque RIS3.

**Emilia Romagna** also included the CCIs among its regional S3 sectors. While it has identified 3 production areas that represent the current pillars of the regional economy (agro-food, mechatronics and motoring, construction), it has also relied on health/well-being and culture/creativity as 2 other productive sectors considered as emerging clusters with a high innovative and employment potential for the future. A specific working group on CCIs was set up, with businesses, innovators and experts

to define a strategy to develop the sector, launching new policies and supporting actions. Therefore, Emilia-Romagna works at combining cultural, technology and management capabilities, by reinforcing the business dimension and connecting CCI to other industries and tourism. To this end, the regional CCI Clust-ER CREATE has been set up. The CCI Clust-ER promotes a more efficient dialogue and more integration among research labs, innovation centers and SMEs, in the CCI field focusing on 5 value chains with specific objectives: fashion, culture technology/digital culture, advanced design/digital craftsmanship, multimedia/new business models and tourism/urban reactivation.

Emilia Romagna S3 is organized both sectorally through the clusters networks and locally through the “High Technology Network” and its technopoles that are disseminated in the different cities under the coordination of ART-ER. As Emilia Romagna and Wallonia are quite similar as regards their territory (regional and local policies through main cities) and their innovation landscape (poles, clusters, hubs, Fab Labs...), the Emilia Romagna’s organization is quite interesting to have in mind when revising the Walloon S3.

## THE ACTION

The challenge is therefore to analyze how the CCI and particularly the Creative Hubs could intervene within the Walloon S3 that has to be revised in 2020:

STEP 1: within the framework of the revision of the Walloon S3, 30 strong technological sectors have already been identified by a specific working group gathering relevant operators in the research and innovation fields. The group does not include themes such as Creative hubs, CCI or innovation platforms in a broader sense. The Economic Policy Directorate will therefore review the 30 technological themes to see whether and how the CCI or Creative Hubs could contribute. Suggestions regarding the governance of the Walloon S3 will also be made in the light of the Basque and Emilia Romagna experiences.

STEP2: apart from the technological sectors, the Economic Policy Directorate will provide inputs regarding the role of the CCI and open innovation tools such as the Creative Hubs within the framework of the Entrepreneurial Discovery Process (EDP) that has to be set up for the revised S3. This EDP is a new and important element requested by the European Commission and has to be defined by each EU region. The EDP has to be an inclusive and interactive bottom-up process (including policy makers, businesses, academia); the goal of which is to discover and produce information about potential new activities and opportunities. Creative operators and open innovation platforms can play an important role in that exploration and opening up process.

Inspirations will be driven by the Basque and Emilia Romagna experiences that have managed to clearly link CCI and creative processes with innovation within their regional S3.

## **PLAYERS INVOLVED**

Responsible organization: the Policy Economic Directorate (Competitiveness and Innovation Department of the Public Service of Wallonia).

Other actors:

- Ministry of Economy.
- The Structural Funds Department of the Public Service of Wallonia (in order to link the Walloon S3 with the next ERDF programming).
- The Research Department of the Public Service of Wallonia (involved in the revision of the next Walloon S3, especially for identifying priority advanced research sectors).
- The Competitiveness and Innovation Department of the Public Service of Wallonia (in charge of business and competitive clusters).
- The Walloon Institute for Evaluation and Prospective (IWEPS).
- The SOGEPA.
- The SOWALFIN.
- Creative Hubs.
- Living Labs.
- Fab Labs.
- Business and competitive clusters.
- Universities.
- All the other members of the Walloon Stakeholder Local Group.

**TIMEFRAME**

November 2019 – December 2020

**FUNDING**

0,2 FTE on internal SPW human resources.

**EXPECTED IMPACTS AND INDICATORS**

<b>IMPACTS</b>	<b>INDICATORS</b>
Meshing of creative, research and innovation ecosystems in order to push the Walloon Smart Specialization further.	An analyse on how Creative Hubs and Open Innovation tools can usefully be part of the next Walloon S3.

## Action 4

### ORGANIZING THE COLLABORATION AMONG FEDERATED ENTITIES IN BELGIUM

#### THE BACKGROUND

The CREADIS3 project is about improving institutional governance regarding CCI and non-technological forms of innovation. It is also about increasing synergies between culture and economy. Those aspects were particularly addressed by the Basque Country and the Slovak Republic:

Since the beginning of the CREADIS3 project, the **Basque Government** managed to gather in their Stakeholder local group all the administrative levels of Euskadi. This group therefore includes all the cultural and economic development administrations of the three capitals, the three provincial and regional authorities. It is a great example of vertical and horizontal collaboration between administrative sections.

The **Study Visit organized in Bratislava** in Mars 2018 allowed to discuss the challenge of CCI and creative ecosystems institutional governance. Indeed, the Slovak Republic also faces an important fragmentation and dilution of competences among federated entities (state administration, 8 regions and municipalities), all with flexibility regarding CCI, from an economic or cultural point of view. The main goal of the Slovak Government within the CREADIS3 project is to gather the different levels of power and the operators of the creative economy around a shared vision of CCI support. During the Study Visit, a panel discussion was organized on CCI multi-level governance allowing the partners to share their good practices and challenges. Main obstacles to institutional collaboration were identified such as the lack of communication, the lack of trust and the lack of institutionalized mechanisms of collaboration. The debate was the starting point for actions regarding CCI multi-level collaboration.

#### THE ACTION

The final aim of this action is to create and organize collaboration among federated entities in Belgium<sup>4</sup> around open innovation and creative industries. In Wallonia, the main policy that will be put forward is the Creative Hubs policy.

4. Wallonia is one of the 3 regions of the Belgian federal state along with Flanders and Brussels-Capital. In addition to the regions, Belgium is also divided into 3 communities: the Wallonia-Brussels Federation/French-speaking Community that covers French-speaking people living in Wallonia and in the Brussels-Capital region, OstBelgien/German-speaking Community that concerns the German-speaking people living in Wallonia, and the Dutch-speaking community/Flemish Community. The competences of the regions include the economy, employment, tourism, environment... while the competences of the Communities include education, culture, justice, sport...

STEP 1: the collaboration with Flanders, the Wallonia-Brussels Federation and the Brussels-Capital Region will first materialize through exchanges and field visits so that everyone can better understand the systems implemented on both sides regarding open innovation and / or the creative industries. Meetings with the Culture Administration of the Wallonia-Brussels Federation and with the Ministry of Culture of Flanders already happened in 2018 and 2019 but the collaboration needs to be pushed further.

STEP 2: partnerships between actors in the field can then be realized.

STEP 3: finally, a joint note on the challenges and potential lines of action in this area can be drawn up.

## **PLAYERS INVOLVED**

Responsible organization: the Policy Economic Directorate (Competitiveness and Innovation Department of of the Public Service of Wallonia)

Other actors:

- Ministries of Culture and Economy of Flanders.
- Administration of Culture of the Wallonia-Brussels Federation.
- Brussels Regional Public Service.
- Creative Hubs.
- Living Labs.
- Fab Labs.
- All the other members of the Walloon Stakeholder Local Group.

## **TIMEFRAME**

February 2018 – December 2021

## **FUNDING**

0,2 FTE & meeting costs (1000€) on internal SPW human resources and budget.

**EXPECTED IMPACTS AND INDICATORS**

IMPACTS	INDICATORS
<ul style="list-style-type: none"> <li>• Increased popularity of Creative Hubs as efficient open and cross-innovation tools for CCI's or other sectors.</li> <li>• Better coordination between federated entities in Belgium as regards economic and cultural policies.</li> <li>• Increased level of quality for the CCI's projects follow-up.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of cultural operators accompanied by the Creative Hubs.</li> <li>• 1 or 2 Creative Hubs participation to Belgian and European networks or projects.</li> <li>• One common paper on open and cross-innovation tools written in collaboration with Flanders and/or Wallonia-Brussels Federation.</li> </ul>

## Action 5

### SUPPORTING CREATIVE HUBS' COMMUNITIES AND INFRASTRUCTURES SPECIALIZED FOR CCIS

#### THE BACKGROUND

All along the mapping works and during the different Study visits, we could notice that the Walloon Creative Hubs policy is located at the crossroad of innovative start-up incubation and the very new concept of third places<sup>5</sup>. As none of the Creative Hubs is mature or has its infrastructure ready yet, we could benefit from some site visits or presentations during Study Visits in Emilia Romagna and the Basque Country to draw inspiration:

**Tabakalera International Centre for Contemporary Culture in San Sebastian:** Tabakalera is an impressive « third place » mainly active in film and audiovisual art, contemporary art and the creative and cultural industries. It is a place where everyone is invited to create, explore, experience, cross inter-disciplinary borders, try out new things, and collaborate, participate and become part of creative communities and various projects. Tabakalera is also a laboratory for cross-fertilisation of ideas and projects. It builds bridges between artists and industry which help develop the cultural system as a whole. The state of mind of this place is clearly connected with the one that the Creative Hubs are developing. The building was entirely renovated and it reopened in 2015. It hosts public operators working in the cultural and audiovisual sectors and also private initiatives such as a coworking space, a restaurant, an hotel, design incubation companies, photos and films enterprises, etc. An entire space is dedicated to artists' residencies with sound, image and photo cabins. There are numerous common spaces enabling the emergence of projects and the creation of a strong community: exhibition spaces, meeting rooms, a creation library, big open spaces for events or encounters... A final aspect is also quite interesting and concerns the inclusion of a laboratory in the Tabakalera place. The Hirikilabs is a laboratory for digital culture and technology working on the social, critical, creative and collaborative use of technology. As a space for experimentation and prototyping it proposes activities related to the digital world, collaborative creation and citizen initiative. The agglomeration of so much creativity in a same place has and will certainly inspire the development of the Walloon Creative Hubs.

**Le Serre dei Giardini Margherita in Bologna:** this place was entirely rehabilitated into a physical hub dedicated to social and entrepreneurial innovation through projects and activities combining leisure, culture and economic incubation. The governance of this place is particularly interesting for our Creative

5. Third places, also known as shared and collaborative workspaces, designate workplaces where creativity can arise between different operators, where flexibility meets the economic difficulties of the entrepreneurial field.

Hubs: 5 partners manage the place and organize activities according to their DNA. The municipality of Bologna coordinates and ensures the links with local policies. ART-ER runs startups incubation programmes and workshops. The Golinelli Foundation provides life long learning activities connected with entrepreneurship. KILOWATT is an association that manages the co-working spaces and social innovation projects (including events, shared gardens...). And finally, the company Sole Nova 24 ensures the communication and storytelling about the place. First funded by the Emilia Romagna Region, this public-private partnership is now self-sufficient.

**Hub Modena R-Nord and Urban Hub Piacenza:** those two hubs in Emilia Romagna are also noteworthy as they can be related somehow to the model of our Creative Hubs by offering places and spaces dedicated to entrepreneurial innovation. Both hubs are specialized in new and creative technologies and they have both developed startups incubation, coworking and Fab Labs spaces. The hubs are also seen as a social area where events take place.

Thanks to the Study visits in Bologna and San Sebastian, we could really confront our Creative Hubs' model with other good practices and creative places. It helped us to improve the current Creative hubs' policy and infrastructures.

## THE ACTION

This action concerns the development of infrastructures and communities of some of the Walloon Creative Hubs. At the beginning of the CREADIS3 project in 2017, the Creative Hubs projects under the ERDF programming had just started. The resort to the ERDF was clearly meant for infrastructures and equipment expenditures in parallel with the development of a more complete and mature panel of actions and services for companies and projects owners. The run of the CREADIS3 project in the same time had allowed us and will allow us to modify, improve and specify the Creative Hubs projects:

STEP 1: as responsible for the monitoring of the Creative Hubs projects under the ERDF, the Economic Policy Directorate performed a range of modifications in the descriptions of the projects during the year 2018. In order to push forward the role of CCIs and the importance of crossovers between CCIs and traditional industries within the scope of the Creative Hubs, we completed the description of all Creative Hubs projects with elements related to CCIs specificities, cross-innovation and cross-fertilization.

STEP 2: since the end of the year 2018, the Economic Policy Directorate followed carefully the evolution of considerations regarding the infrastructure works. According to the first sub-action and using the European benchmark, infrastructures of the Creative Hubs of Namur and Mons have been rethought and specialized in the creative, cultural and digital sectors.

- In Namur, the infrastructures' works are already finished. The building will host organizations and companies active in those sectors creating therefore a strong community. There will be also a co-working space, an important Fab Lab, creative spaces and meeting rooms.
- But in Mons, it implies a new modification of the ERDF project that still needs to be approved by the Walloon Government at the beginning of year 2020. The idea is to gather the Creative Hub, the Living Lab Click' and the Fab Lab in the same place, all three specialized in CCIs and digital industries. Those three areas were not supposed to be merged originally because they had all their specific location but the potential of such a mega hub is considered unique in Wallonia. A common co-working space will also be arranged along with some offices for star-ups or projects in residency.

STEP 3: preparing and attending the inauguration of both infrastructures.

## **PLAYERS INVOLVED**

Responsible organization: the Policy Economic Directorate (Competitiveness and Innovation Department of of the Public Service of Wallonia).

Other actors:

- Walloon Government.
- The Structural Funds Departement of the Public Service of Wallonia.
- The SOWALFIN.
- Creative Hub of Namur composed by: University of Namur, Bureau économique de la Province de Namur and the KIKK.
- Creative Hub of Mons composed by: University of Mons, Intercommunale IDEA, the Fab Lab ASBL of Mons and the City of Mons.

## **TIMEFRAME**

January 2018 – December 2021

**FUNDING**

4,127,355.55 € (Creative Hub Namur) & 2,804,408.40 € (Creative Hub Mons) cofounded by the ERDF (40% ERDF - 50% Wallonia - 10% stakeholders resources).

**EXPECTED IMPACTS AND INDICATORS**

IMPACTS	INDICATORS
<ul style="list-style-type: none"> <li>• Increased attendance of the Creative Hubs of Mons and Namur.</li> <li>• Increased crossovers within the Creative Hubs.</li> <li>• Better identification of the Creative Hubs of Mons and Namur as hotspots for digital, cultural and creative industries.</li> </ul>	<ul style="list-style-type: none"> <li>• Two Creative Hubs infrastructures created.</li> </ul>

## 6. Endorsement

Most of the actions' implementation does not need a political endorsement by the Walloon Government. The Economic Policy Directorate has already some competences regarding the implementation and the monitoring of the Creative Hubs policy (see above, the policy instrument section). Nevertheless, it seems important that the Walloon Government be aware of the CREADIS3 action plan and supports the activities. For that purpose, the Walloon action plan was presented to the Ministry of Economy. He agreed but he conditioned the realization of action 3 (S3) to the results of action 1 (evaluation).

Two other actions need specific endorsement. First, as it concerns institutional collaboration between political federated entities, action 4 will be carried out as long as there is the political will to act in that way. Second, action 5 concerns the Creative Hubs' infrastructures that have to be built under the ERDF programming. As some changes have occurred following the CREADIS3 exchange of experiences, the related ERDF modifications need to be approved by the Walloon Government.

The present Action Plan for the Interreg Europe project CREADIS3 is approved by the Public Service of Wallonia for Economy, Employment and Research.