

# Action Plan for Dundee City Council

## Cultural and Creative Industries (CCIs) contribution to Cultural and Creative Tourism (CCT) in Europe



**Cult-CreaTE**  
Interreg Europe



European Union  
European Regional  
Development Fund

**March 2021**

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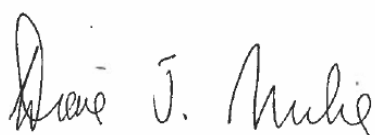
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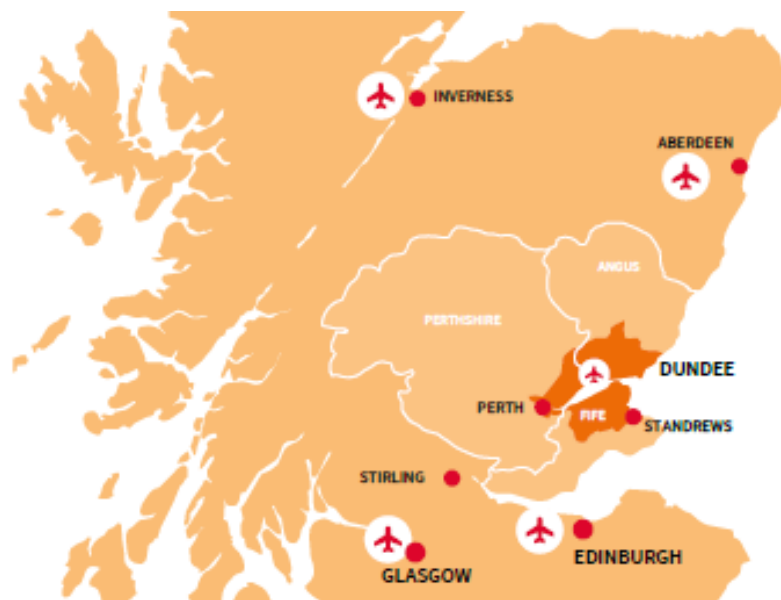
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Signature



**Diane Milne**  
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## Project Partner 6: Dundee City Council – An Introduction



Dundee sits on the east coast of Scotland, approximately an hour (60miles) north of Edinburgh. The city is home to 148,000 people, two universities, a teaching hospital, key sectors such as life sciences, digital, creative industries and health care, alongside a thriving creative and cultural sector – formed by both cultural/arts attractions/venues and creative practitioners. CCIs and CCT are well represented in the city.

Culture/heritage and the creative sector have an important role to play in developing the city's appeal to visitors. The city has embraced a culture-led approach to regeneration for over 25 years and is in the midst of a 30-year, £1 billion waterfront regeneration programme which seeks to transform the economy of the city, from post-industrial decline to a city powered by the knowledge economy.. This includes the opening of the £80 million, V&A Museum of Design Dundee in 2018 (the first physical presence of the world-famous Victoria & Albert Museum and the first design museum in the UK, outside London) which attracted over 800,000 visitors in its first year. In tourism terms, Dundee is on the cusp of a major transition, aiming to become one of the best small cities in the UK for cultural short breaks. 2020 was going to be Dundee's year, following on from the success of V&A Dundee's opening year, then COVID-19 hit. The tourism, hospitality and creative industries sectors have been seriously impacted

upon and it feels as if the city is having to reinvent itself again for 2021, inspiring visitors to once again put Dundee on their map and come and spend a long weekend in the city.

We recognise that V&A Dundee, alone, will not be enough and we are keen to ensure that we offer visitors unique and authentic experiences by building on the city's strengths in key sectors – which includes both cultural and creative industries and membership of the UNESCO Creative Cities Network, as the only UNESCO City of Design in the UK. Creative and cultural tourism will be one of the main drivers of the new Dundee Tourism Strategy 2021-2026 – heavily influenced by the city's participation in the Interreg Europe Cult-Create project and all that we have learnt from our partners and experts. The city will continue to ensure that the creative and cultural sector influences visitors' perceptions of Dundee and the quality of their visitor experience. There is an opportunity for the city's cultural and creative industries sector to respond to the potential of cultural and creative tourism by developing new, exciting products and experiences, to fully embrace tourism and become more visible to visitors.

At the start of the Cult-Create project in 2016, Dundee was in a very different place – about to benefit from all that V&A Dundee and the associated transformation of the city would bring. V&A Dundee was under construction and due to open in September 2018 and the city was beginning to be seen on the global map. Both attention on and accolades for the city were growing and continued during 2018 and 2019:

## Dundee - Receiving Worldwide Recognition

<ul style="list-style-type: none"> <li>▪ Best Place to Live in Scotland 2019 – <b>The Sunday Times</b></li> <li>▪ Dundee on the Cool List 2019 - <b>National Geographic Traveller</b></li> <li>▪ V&amp;A Dundee one of the world's 100 greatest places of 2019 - <b>TIME</b></li> <li>▪ One of the top ten 'hot destinations' for world travellers in 2018 - <b>Wall Street Journal</b></li> <li>▪ Best in Europe - 2018 Top Ten Hotlist – <b>Lonely Planet</b></li> <li>▪ Winner of City Staycation of the Year at the inaugural <b>i Staycation Awards 2019</b></li> </ul>	      	      
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However, the transformation required to ensure that all the CCI and CCTs in the city were able to benefit and participate in the growth in visitors to the city. Cult-Create, and the issues to be addressed by the project chimed directly with local challenges:

- the cultural/creative product of the city not being visible to tourists/visitors
- the lack of quality, locally designed, crafted, produced goods for visitors to buy
- limited use of local produce in restaurants and cafes
- the need to make more effective use of digital tools to engage and inform tourists prior to their visit and to encourage them to share their visit/experiences both during and post visit

- the business sector (accommodation, retail, leisure and hospitality) not being as engaged as they need to be to meet the needs of future visitors
- turning assets into experiences.

During the Cult-Create project, Dundee City Council and its partners, have been developing and delivering a range of actions (supporting the Dundee Tourism Strategy 2016-2020) that have been influenced by our participation. These are highlighted later in the document. As we moved towards the development of this action plan we find ourselves also creating the next iteration of the Dundee Tourism Strategy covering the period 2021-2026 and our participation in the Cult-Create project, through study visits, expert support, workshops, dialogue with project partners and external experts and through peer review will influence the content of that strategy and associated actions. The development of this strategy was delayed by the COVID-19 Pandemic when the city, as with all others, went into lockdown and then recovery mode. It is anticipated that the Strategy will be completed by the end of 2021, and will draw heavily on the findings of our engagement in the Cult-Create Project, ensuring that the role of CCI in the development of CCT is a key priority.

## Cult-CreaTE Project

The potential for Cultural & Creative Industries (CCIs) to develop new Cultural & Creative Tourism (CCT) products and services for Growth & Jobs, is being advanced by the Cult-CreaTE project with policy change in 8 regions.

Common challenges are:

- The contribution of CCIs to CCT has not been given the attention it deserves to date. Cultural tourism needs CCIs to be engaged in order to reinvent itself and attract the next generation of visitors. CCIs are also an indispensable source of innovation for other types of sustainable tourism, typically 'Creative Tourism'.
- Creative Tourism is considered a new generation of cultural tourism by involving the tourists themselves and the locals in the creation of the tourist products (co-creation).
- CCIs are in a strategic position to promote smart, sustainable and inclusive growth in all EU regions and cities, and thus contribute fully to the Europe 2020 Strategy and beyond, through their deployment for CCT.
- While some EU regions have been very good at tapping into this extraordinary potential as a way to promote socio-economic development, it however, appears that many others have not been making most of this potential.
- Synergies between sustainable tourism and CCIs can enhance the visibility and promotion of CCT. These synergies can contribute to the promotion of sustainable tourism destinations, an attraction of new investment and creation of new employment opportunities, particularly for youth and in lagging regions.

The overall objective is to redeploy CCIs for the development and promotion of CCT strategies, with sustainability, innovations, capitalisation, policy learning, policy implementation and capacity building.

The main outputs of the project are the creation of an action plan by each partner, with implementation and monitoring of improved policy instruments in 8 destination regions, communication and dissemination tools for policy learning and capacity building, contribution to EU policies and EU2020 targets. The beneficiaries are public authorities and their stakeholders.

# Cult-CreaTE Project Partnership

**Cult-CreaTE**  
Interreg Europe

**Cultural and Creative Industries  
contribution to Cultural and  
Creative Tourism in Europe**



VIDZEME TOURISM  
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Lead  
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REGIONE DEL VENETO



Cork City Coui

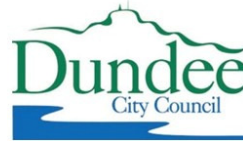


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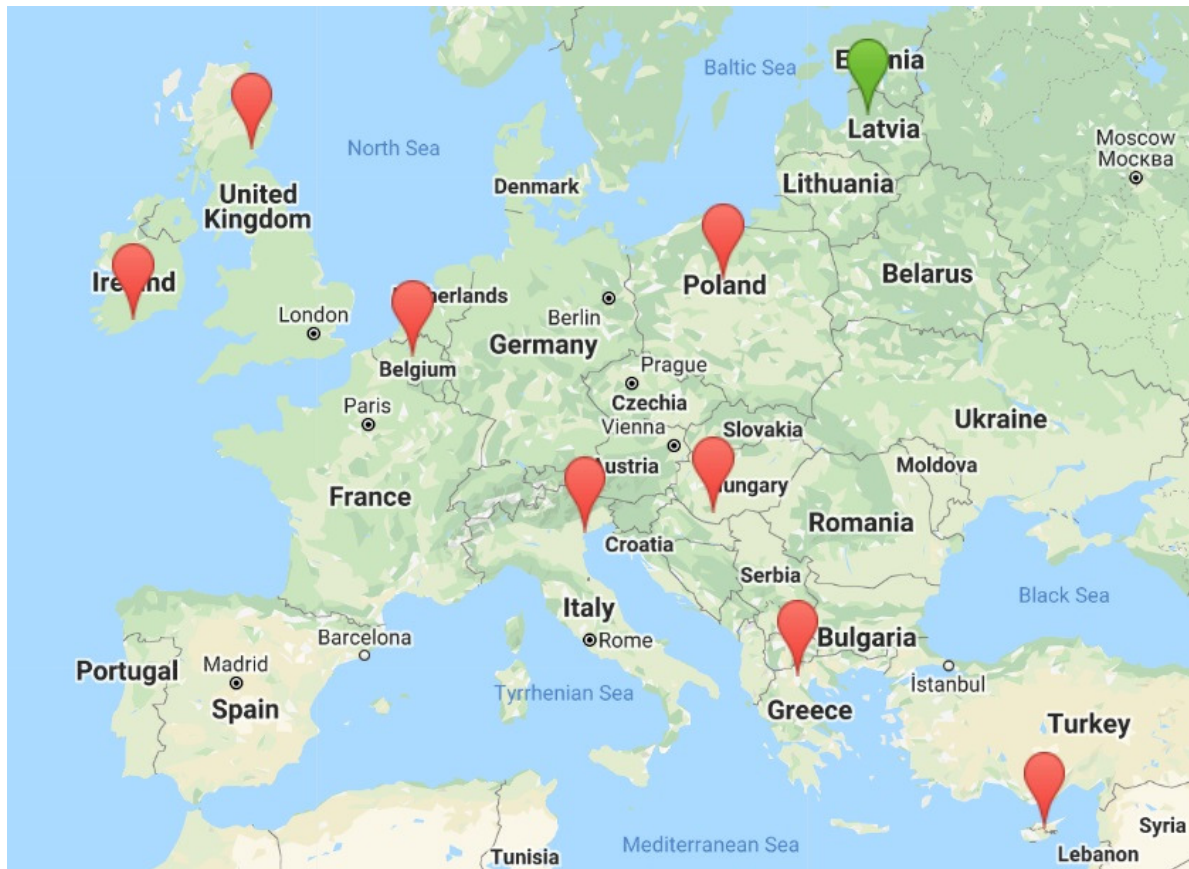


KUJAWY  
POMORZE



ECTN  
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**Cult-CreaTE deploys Cultural and Creative Industries (CCIs) for the development  
and promotion of Cultural and Creative Tourism (CCT) strategies**



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# Action Plan

## Interreg Europe action plan template

### Part I – General information

Project: **Cult-Create**

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Other partner organisations involved (if relevant): **Not applicable**

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### Part II – Policy context

The Action Plan aims to impact:

€	Investment for Growth and Jobs programme
€	European Territorial Cooperation programme
X	Other regional development policy instrument

Name of the policy instrument addressed: **Dundee Tourism Strategy 2016-2020 – now requesting that our policy instrument be revised to Dundee Tourism Strategy 2021-2026.**

When the Cult-Create application was first submitted to Interreg Europe in 2016, Dundee City Council identified the policy instrument to be influenced as their Tourism Strategy 2016-2020. As we move towards Phase 2 of the Cult-Create project it is apparent that the Policy Instrument needs to change, given that the current instrument expired at the end of 2020. The new plan should have been prepared during 2020 but COVID-19 has, as with all other areas, led to significant challenges and changes for the tourism economy and our CCI SMEs. During 2020 we were in reality, fire-fighting, and instead of developing a new tourism strategy (that could end up being irrelevant or unworkable as a result of on-going COVID-19 lockdowns which are continuing to have an impact on all sections of the economy including CCT and CCI) the city chose to develop a recovery plan for 2020.

This delay, gives us the potential to ensure that all the findings/learning and good practice that we have benefited from as a result of our participation in the Cult-Create project can be used to influence the new strategy to be developed during 2021. This is also why we have included this as an action in the action plan – steps still require to be taken to ensure that we do influence the new strategy.

During 2019/2020 we have been successful in ensuring that the findings of our participation in the project will influence the new **Regional Economic Strategy 2019-2029** and the new **Regional Tourism Strategy 2019-2025**. These regional strategies cover the local authority areas of Dundee City, Perth &

Kinross, Angus and parts of Fife.

The Regional Economic strategy states that it will "implement the learning from Dundee City Council's participation in the Interreg Europe Cult-Create project (June 2018 to November 2022) looking at the potential of cultural and creative industries (CCIs) in developing new tourism products & service, promoting growth and jobs." Dundee City Council will engage in the management group for the Tay Cities Deal (the process for developing and delivering the Regional Economic Strategy) to disseminate the findings of the Cult-Create project and how they can be used to support the growth of CCT in the wider Dundee City-Region.

The Regional Tourism Strategy has a number of identified "connectors" – strengths that are common to the whole region. One of these connectors has been identified as "Culture and the Creative Industries". The strategy recognises that the Tay Cities Region has the opportunity to excel at offering visitors a chance to immerse themselves in cultural and creative experiences that are hard to find elsewhere. The strategy outlines a number of actions that link to the Cult-Create project and potential actions identified in our Action Plan:

- Improve joint working between cultural and tourism establishments to ensure joined-up experiences for visitors, maximise reach for promotional activities and sharing of best practice in audience development and saleable products.
- Establish the region's reputation for creative tourism, building on established events, the profile of iconic cultural venues and the growing network of makers and creators across the region.
- Encourage small and micro-enterprises in the creative and cultural sectors to engage with the tourism sector and visitors to further strengthen their businesses and demonstrate the rich cultural tradition in the region.
- Utilise the high profile and international reach of the V&A Dundee to create a strong association of the museum with existing and new cultural attractions in the region.

A second connector relates to Food and Drink , which is becoming increasingly important in travellers' itineraries - its origin, preparation, presentation and enjoyment – and has strong links to Creative and Cultural Tourism and the "experience economy". Food and drink offer visitors a unique way to connect across the whole region by linking its people, culture, customs and landscapes. The number of food-related events and attractions in the region is steadily growing, providing more touch points for visitors and creating more reasons to stay longer.

The identified potential actions related to Creative and Cultural Tourism in the plan include:

- Create synergies between our local culture and the creative industries, and other elements of the visitor journey, such as food and drink, accommodation, or business events
- Create products (such as passes and joint ticketing) and itineraries that encourage visitors to explore our cultural heritage assets more widely and easily
- Examine the potential for further assets in the region that would enhance the visitor offer in the field of culture and the creative industries while strengthening the asset base for this sector
- Attract visitors based on our strengths in high-tech creative industries
- Use iconic events related to our culture and creative industries to address challenges such as seasonality
- Support rural economic development by developing creative tourism in SMEs

Participation in the Cult-Create project has had a significant influence on the development of this regional strategy.

## Introduction

Culture and creativity are the beating heart of Dundee and the sectors have an important role to play in developing the city's appeal to visitors and in supporting a growing, sustainable and vibrant economy. The city has embraced a culture-led approach to regeneration for over 25 years and is in the midst of a 30-year, £1 billion waterfront regeneration programme (2000-2030) which seeks to transform the economy of the city, from post-industrial decline to a city powered by the knowledge economy, with a key focus on creativity and design.

The City's first Cultural Strategy was published in 1994. Its latest cultural strategy, Dundee Up: A Cultural Strategy for Dundee 2015 to 2025 was published in 2015. The city has developed new infrastructure, from Dundee Rep Theatre and Discovery Point in the 1980s, to Dundee Contemporary Arts in the 1990s and Dundee Science Centre in 2000s. Latest developments include V&A Dundee which opened in September 2018 (a project of national significance/national museum of design) and Dundee Museum of Transport. Dundee City Council also manage a range of visitor attractions in the city: McManus, Dundee's Galleries and Museum; Mills Observatory and parks. We also provide funding to a number of other cultural/tourism attractions in the city including: Dundee Contemporary Arts Centre; V&A Museum of Design Dundee; Dundee Science Centre and Dundee Industrial Heritage who manage both Discovery Point (home to Captain Scott's research ship, built in the city, RRS Discovery and the story of Antarctic exploration) and Verdant Works (Dundee's jute museum – industrial heritage).

The waterfront development includes the construction of the £80 million, V&A Museum of Design Dundee (the first physical presence of the world-famous Victoria & Albert Museum and the first design museum in the UK, outside London) which opened in the city in September 2018 and attracted over 830,000 visitors in its first year. In tourism terms, Dundee was on the cusp of a major transition, aiming to become one of the best small cities in the UK for cultural short breaks (this has, as for all others, been impacted upon by COVID-19). We have long recognised that V&A Dundee, alone, is not enough and we are keen to ensure that we offer visitors unique and authentic experiences by building on the city's strengths in key sectors – which includes both cultural and creative industries and the development of a stronger cultural and creative tourism (CCT) sector. Cultural tourism is one of the main drivers of the newly developing tourism strategy (2021-2025), influencing visitors' perceptions of Dundee and the quality of their visitor experience here. The opportunity for the city's cultural and creative industries (CCIs) sector to respond to the CCT market is well recognised. Supporting CCIs developing new, exciting products and experiences, to fully embrace tourism and become more visible to visitors will not only support growth in visitor numbers but will also help our CCI SMEs to grow and to become more competitive.

These developments have ensured that the city has the necessary "hardware" to promote our cultural credentials, and links with the CCI sector supports the "software" – the activities people can do when they visit, from walking tours to hands-on maker experiences. However, there is a need to work to develop more activities and to support the organisational model needed to adapt the CCI offer into a national and international CCT market – working to convert CCIs into CCT.

## Dundee's Visitor Economy – CCT

Dundee's Tourism Strategy 2016-2020's vision was to make Dundee one of the best small cities in the UK for cultural short-breaks. The aim was to see the tourism sector deliver £185M GVA by 2020 (up 22% from 2014), with 520,000 staying visitors (up 27% from 2014) and 600,000-day visitors (up 54% from 2014). (Source: STEAM)

The opening of V&A Dundee in 2018 and the work undertaken to promote the city and its offerings in recent years had seen (pre-COVID) the city's attractiveness as a visitor destination (visit friends and relatives and as a short-break destination) grow. The economic impact of tourism in Dundee in 2019 was

£214m, up 14% on 2018 and with over 1.2m visitors to the city. The city was very definitely on the radar of travel and tourism media worldwide:

- Dundee on the Cool List 2019 - **National Geographic Traveller**
- V&A Dundee one of the world's 100 greatest places of 2019 – **TIME Magazine**
- One of the top ten 'hot destinations' for world travellers in 2018 - **Wall Street Journal**
- Best in Europe - 2018 Top Ten Hotlist – **Lonely Planet**

Having undertaken significant work with Scotland's national tourist organisation, VisitScotland, the city has identified a number of key market segments (based on VisitScotland's market segmentation approach) which are of particular interest to Dundee and for whom Dundee is a potential attractor. These also fit well with the scope of the Cult-Create project to develop CCT and engage CCI in the process.

These are:

- **Food-Loving Culturalists:** Food-Loving Culturalists will seek out a relaxing holiday experience where they can enjoy great food and drink and engaging cultural activities. They enjoy short breaks in the UK and will recommend quality experiences when their host has gone the 'extra mile'. 73% of Food-Loving Culturalists think that Scotland is an ideal short-break destination. Cultural activities will be of great interest including visiting castles, museums, special exhibitions. Great food and drink experiences are also crucial. Food-Loving Culturalists will be receptive to a range of food and drink experiences available in your area and will be interested in taking in quality cultural experiences, including special exhibitions, events and exclusive use or unique opportunities. Quality and value-added experiences which really make them feel special will grab their attention and give them something to talk about.
- **Curious Travellers:** Curious Travellers like to live life to the full and enjoy traveling as a hobby. They have an overwhelming desire to explore new destinations and discover new things. A holiday will often broaden their minds, educate and revitalise them. Curious Travellers will lean more towards cultural hobbies and interests, with a genuine interest in learning new things. Whilst Curious Travellers are most likely to spend their main holiday overseas there is the potential to encourage them to Scotland for a short break. Curious Travellers engage with culture and heritage and like to revel in new experiences which are authentic, unique and not always mainstream. Curious Travellers will relish lots of ideas on how they can get under the skin of the history of a local area and the local culture. Showcase what Scotland has to offer in terms of the experiences which will let them try out a new skill, try a new activity or learn about local myths, legends and cultures.

Of course, as with all partners in Cult-Create, COVID-19 has had a significant impact on the city's visitor economy, our CCT and indeed our CCIs. 2020 was lost and 2021 is looking likely to have more of a focus on local/regional visitors. The City Council and its partners in the Dundee Partnership have developed a Tourism Recovery Plan and a Cultural Recovery Plan which are looking at the short-to-medium term impact, challenges and opportunities for the sector. During 2021 the Dundee Partnership will develop a new Tourism Strategy (2021-26) with a focus on the recovery and post-COVID period. It is anticipated that this will remain a fluid document, adapting and changing as required. Having participated in the Cult-Create project it will also have a key focus on CCTs and CCIs – to deliver the unique, authentic and hands-on experiences so many visitors look for these days.

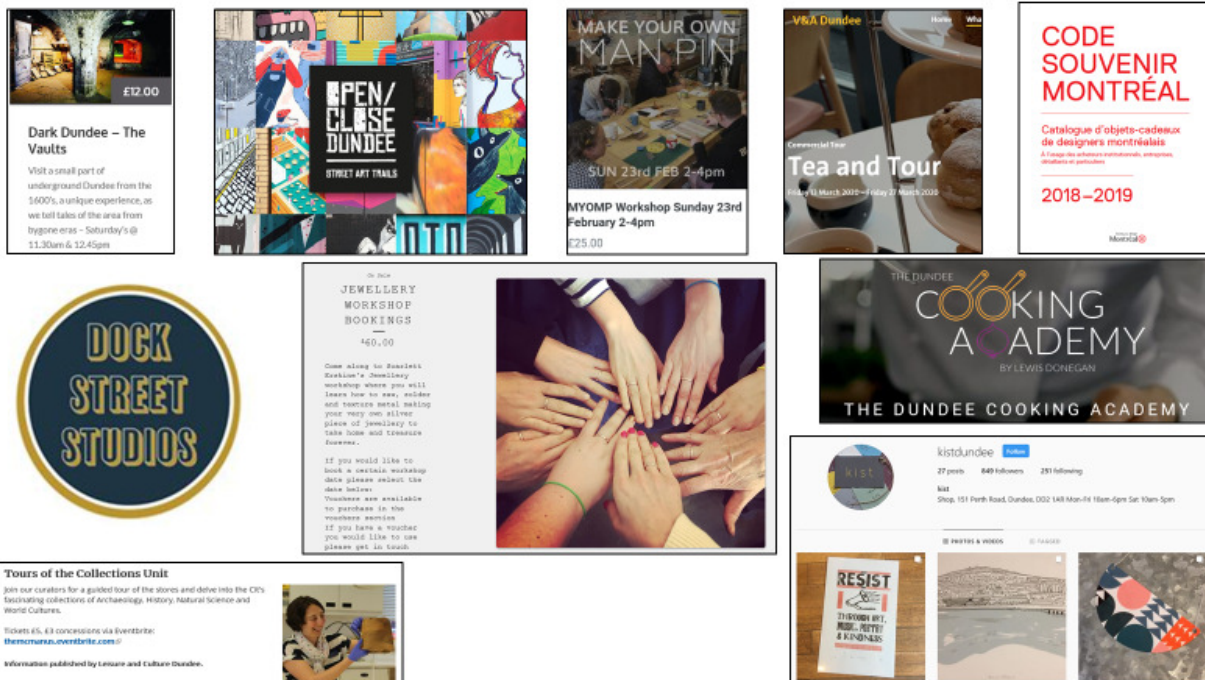
The City Council and its partners have during 2020 and early 2021 developed and worked to deliver a recovery plan for the tourism and hospitality sector which includes support for CCT.

### Current CCT Offer

Dundee is home to a number of key regional, national and internationally focused cultural attractions that form a core of our CCT offer. These include:

- V&A Dundee – the UK’s first museum of design outside London and the first outpost of the world-famous Victoria & Albert Museum in London
- Dundee Contemporary Arts – gallery, print studio, art house cinema, craft and hospitality all under one roof
- McManus Museum & Galleries – Dundee’s very own museum, telling the story of the city through its natural heritage, its history, its creativity and its people.
- Discovery Point Dundee – home to Captain Scott’s ship RRS Discovery, built in the city and telling the story of Antarctic exploration and more.
- Verdant Works – a former jute mill turned museum, telling the story of how one industry grew a city.
- Dundee Rep Theatre – the only full-time repertory theatre in Scotland, presenting in-house productions and touring productions
- Scottish Dance Theatre – Scotland’s national contemporary dance company

Alongside the visitor attractions themselves, the city hosts many events and small-scale festivals, from film, to flowers & food, from Dundee Design Month to the bi-annual Dundee Design Festival. There are curated walking trails, the Degree Shows from our two universities, craft & design fairs and a host of activities with a creative and cultural offering for visitors. Small scale collaborative approaches also support the sector – such as collectives and co-curated projects and activities.



### Dundee’s Economy – CCIs

The Creative & Cultural Industries play a significant role in the city’s economy and visitor offer – creating a range of products to support cultural and creative tourism. Dundee is also the only UK member of the UNESCO Creative Cities network with a design designation

The city is also home to two world renowned university’s with specialities in the creative industries which help to feed the sector, with those graduates choosing to stay in the city often providing a focus

for new opportunities, new products and new activities. Their annual degree show programmes are a focus for visitors and the creative industries alike:

- University of Dundee is home to Duncan of Jordanstone College of Art & Design (DJCAD)
- Abertay University – world famous for its programmes in computer games design

The sector in the city has many people engaged in the breadth of economic activity labelled CCI and whilst the Creative and Cultural Industries sector in the city is growing, it remains fragile and work needs to be undertaken to fully understand the impact of the pandemic on the sector – with so many creative practitioners relying on freelance opportunities, the visitor economy etc. The risks to the sector are greater than those of many others sectors.

Dundee secured UNESCO City of Design status in 2014 and has a strong ethos in utilising design to address challenges – economic, social and cultural. The city has hosted bi-annual design festivals


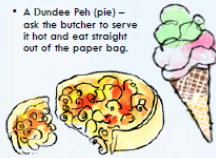
### Changing Outcomes for Cult-CreatE

**Key issue:** the impact of COVID-19 has been severe – the creative and cultural sector has been significantly affected. Whatever baseline we had identified in 2018 as part of our engagement in Cult-CreatE – with our key output being to increase the number of CCI SMEs engaging in CCT by 10%, is no longer relevant. We will need to work with local partners to re-assess the CCI sector and as a result of this we are looking to change the outcome/target of the programme – to identify 5 new CCI products developed to support CCT. This is in line with some of the approved outcomes for other partners. We can no longer use existing baselines to assess growth in engagement.

### CCI/CCT Actions 2018-2021

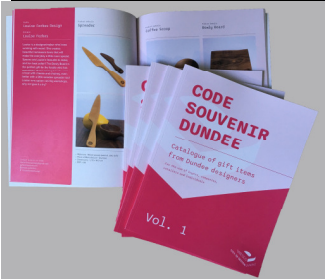
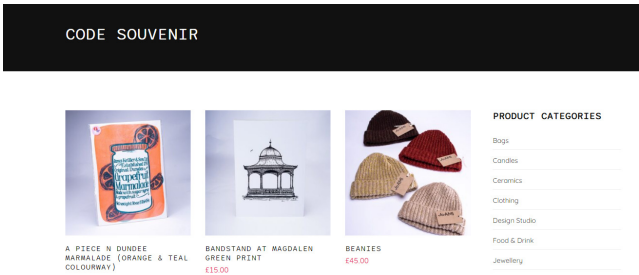
Dundee City Council and its partners have delivered a number of actions during Phase 1 of the Cult-CreatE project which have a direct focus on CCT and our CCI SMEs. Wherever possible we have integrated learning from our participation in Cult-CreatE to develop the actions and have shared our good practice with others. Some of these approaches have been developed as a response to the COVID pandemic but have provided new business models and ways of working that help CCIs, reach new audiences and may very well continue post-pandemic.

<b>Project:</b>	<b>Dundee Eats</b>
<b>Background:</b>	Gastronomy is identified as a key sector within the creative and cultural industries and is important to the development of the local CCT product in Dundee, given that one of our key target markets is Food-Loving Culturalists. Dundee and the city: region have a proud history of food production – from products with Geographic Protected Status to
<b>Activities:</b>	<ul style="list-style-type: none"> <li>• Develop a guide to Dundee’s local food production – not a guide to restaurants per se but to the quality, local produce that helps to make our hospitality sector so vibrant.</li> <li>• Commission a local designer to design the guide – Darling by Name</li> <li>• Develop content for the guide based around the following themes:             <ul style="list-style-type: none"> <li>○ Eat Like a Dundonian</li> <li>○ Food Districts</li> <li>○ From the Land</li> <li>○ From the Sea</li> <li>○ Culinary Creations</li> <li>○ Dundee’s Food “Bucket List”</li> </ul> </li> </ul>

	 <p>#DundeeEats</p> <p>Tuck in Like a Dundonian!</p> <div data-bbox="710 257 1141 616"> <p><b>DUNDEE'S FOOD BUCKET LIST #DundeeEats</b></p> <p>Try as many of these unique Dundee food experiences as possible during your visit to Dundee. Let us know how you get on - and whether you have any suggestions to add to the list - using the hashtag #DundeeEats.</p> <ul style="list-style-type: none"> <li>• A Visocchi's ice cream cone on Broughty Ferry beach, regardless of the weather!</li> <li>• A slice of toast dripping with Mackay's Dundee Orange Marmalade.</li> <li>• A pot of tea and a scone in one of Dundee's posh bakery cafés.</li> <li>• A pint in Mennies. Actually called The Speedwell Bar, this Perth Road pub is known as Mennies after Mrs Mennie, the pub's landlady for half a century.</li> <li>• Eggs Florentine Dundee-style, where poached eggs and spinach are accompanied by a tattie scone rather than a muffin.</li> <li>• A pint of chips at The Phoenix. Who knew a pint glass could be so versatile!?</li> <li>• A fudge doughnut.</li> <li>• A Helicopter Roll – a roll packed with a burger, a slice of lorne sausage, bacon, chips and a fried egg.</li> <li>• An OVD Rum in one of the pubs on Dock Street, where Scotland's favourite rum was first blended and bottled in 1838.</li> <li>• A Dundee Peh (pie) – ask the butcher to serve it hot and eat straight out of the paper bag.</li> </ul>  </div>
<p><b>Cult-CreatE Learning</b></p>	<ul style="list-style-type: none"> <li>• Develop an associated website to promote Dundee Eats, provide visitors with access to information on cafes, restaurants, bars, producers, shopping local etc.</li> <li>• CCI/CCT Expert – provided links to projects such as Hacienda Zvleta and La Tavola Marche</li> <li>• Partner – Naoussa Wine Festival and gastronomical tourism experiences</li> <li>• Cork City Council's Design Pop food and architecture festival</li> </ul>
<p><b>Outcomes:</b></p>	<ul style="list-style-type: none"> <li>• Printed guide distributed via local hospitality venues, food producers, retailers</li> <li>• Online presence promoting Dundee Eats and our CCIs focused in the gastronomy/culinary sector to locals and visitors alike - <a href="https://www.dundee.com/dundeeeats">https://www.dundee.com/dundeeeats</a></li> </ul>
<p><b>Cost:</b></p>	<p>£6,000 – designer, printing, website done in house</p>

<p><b>Project:</b></p>	<p><b>CODE Souvenir Dundee</b></p>
<p><b>Background:</b></p>	<p>A curated catalogue of products from Dundee Makers and Designers based on a model of best practice from our UNESCO Creative Cities partners in Montreal. The model was adapted and developed by the UNESCO Cities of Design Team in Dundee. CODE Souvenir is not a new idea. It is an original concept, developed by fellow UNESCO City of Design, Montréal and launched in 2010. Since then Montréal have produced five catalogues profiling the wealth of talent in their city, increasing sales, and supporting the economic viability of designers based in their city.</p> <p>CODE is an acronym for City of Design and represents a city's unique nature. It is an original concept by Raban Ruddigkeit of the Berlin agency ®Ruddigkeit Corporate Ideas.</p> <p>CODE Souvenir Dundee is a collection of souvenir style products (50+ products from 20 designers) designed here in the city. The collection can be viewed online, in the printed catalogue or at official CODE Souvenir Dundee stockists across the city. <a href="https://cityofdesigndundee.com/products/">https://cityofdesigndundee.com/products/</a></p> <p>The catalogue was developed by inviting designers to submit product examples for inclusion. The products were then considered by a panel of designers:</p> <ul style="list-style-type: none"> <li>• Stacey Hunter, Local Heroes. Local Heroes puts design from Scotland on an international stage, presenting and promoting Scottish products and industries to the public.</li> <li>• Joanne MacFadyen, Tea Green Events. Tea Green are a leading pop up events platform set up in 2014 with the aim of championing Scotland's wealth of independent creative talent.</li> <li>• Alan Birch, Retail Manager at V&amp;A Dundee. V&amp;A Dundee. The V&amp;A shop showcases a wide range of products inspired by the museum's collection.</li> <li>• Dorothy Arnott, Halley Stevensons. Halley Stevensons are the world's leading</li> </ul>



	<p>waxed cotton fabric innovators, manufacturers and suppliers of specialist weatherproofed canvas.</p> <ul style="list-style-type: none"> <li>• Poppy Jarratt, UNESCO City of Design Dundee, the UK’s first and only UNESCO City of Design designation.</li> </ul> <div style="display: flex; justify-content: space-around;">   </div>
<p><b>Activities:</b></p>	<ul style="list-style-type: none"> <li>• Open call launched for Dundee designers to submit products for consideration</li> <li>• Panel of design experts established</li> <li>• Panel assessed 100 objects, of which 50 were chosen for inclusion in the catalogue</li> <li>• Product descriptions and designer biographies developed, photographs of the objects provided</li> <li>• Designer engaged to develop the look of the catalogue and the website</li> <li>• CODE Souvenir launched</li> <li>• Local stockist identified</li> </ul>
<p><b>Cult-CreatE Learning</b></p>	<p>CODE Souvenir presented as a case study at the Dundee Thematic Workshop – allowing other partners in the project to learn more about this best practice model.</p>
<p><b>Outcomes:</b></p>	<ul style="list-style-type: none"> <li>• Utilising this as a tool for wider promotion of CCI in Dundee</li> <li>• Providing access to locals and visitors alike to a range of quality products designed in the city through both the website and the approved CODE Souvenir stockists.</li> </ul>
<p><b>Cost:</b></p>	<p>£10,000 – printing, website – in-kind costs for promotion, curation panel etc.</p>

<p><b>Project:</b></p>	<p><b>Creative Concierge</b></p>
<p><b>Background:</b></p>	<p>A partnership between V&amp;A Dundee and Dundee Tourism Action Group, Creative Concierge is a new approach to engaging frontline staff who interact with visitors to the city. It aims to raise awareness of the tourism/cultural offer with those who interact directly with visitors and to encourage the promotion of all the city has to offer – managing the visitor experience effectively.</p> <p>Creative Concierge arranges a series of events at cultural/tourism venues across the city, giving them exclusive access to exhibition previews and curator talks, behind the scenes tours at museums/ visitor attractions, food &amp; drink tasting events etc. - ensuring that frontline staff have all the information necessary to share with visitors to enhance their trip – as an old fashioned hotel concierge would do.</p> <p>The programme launched in September 2018 for the opening of V&amp;A Dundee, the city’s newest museum, providing staff with an overview of the museum by the Museum Director and the importance of tourism to the city by the Council Leader; a VIP, curator-led tour of the first exhibition, Ocean Liners, &amp; the Scottish Design Galleries, the permanent exhibition. This was their first opportunity to experience the museum and to understand its attraction for visitors.</p>

<b>Activities:</b>	<ul style="list-style-type: none"> <li>• Identify opportunities for awareness raising amongst customer facing staff in organisations such as hotels, bars, restaurants, taxi drivers, tourist information centres, venues – of the great creative and cultural offerings in the city. This could include permanent exhibitions but is more likely to include temporary exhibitions, new visitor products, new CCIs etc.</li> <li>• Work with a hosting organisation to develop a tour/behind the scenes opportunity for the customer facing staff – this provides those staff with real insight into exhibitions and activities giving them first-hand knowledge to impart to visitors that they engage with – encouraging them to promote activities to visitors.</li> <li>• Promote and host the event – engaging directly with customer facing staff</li> <li>• Undertake follow up with all those engaging – sending more detailed information, brochures, leaflets, media for sharing on their social media etc.</li> </ul>
<b>Cult-Create Learning</b>	Included in the INTERREG Europe Good Practice Database and presented at a number of Cult-Create workshops
<b>Outcomes:</b>	<ul style="list-style-type: none"> <li>• Over 400 people engaged in Creative Concierge activities in 2019 – through 10 events at 5 venues including: V&amp;A Dundee exhibitions; the new Medical Marvels exhibit at Dundee Science Centre; previews at Dundee Rep Theatre; Research your Roots, ancestral tourism at Dundee Central Library.</li> <li>• More customer facing staff feel confident in telling visitors about all there is to see and do in Dundee</li> </ul>
<b>Cost:</b>	<p>Staff time is required to create, collate, share and deliver the Creative Concierge events. The communication plan focuses on digital channels.</p> <p>No new funding is required as the organisations/venues being promoted offer the exclusive event or activities on a complimentary basis.</p>

<b>Project:</b>	<b>99 Things to See and Do</b>
<b>Background:</b>	<p>99 Things to See &amp; do in Dundee is an annual crowdsourced city guide, produced by Creative Dundee, recommended by the people who live in Dundee &amp; love it.</p> <p>Creative Dundee’s remit is to amplify the City of Dundee’s creative industries sector. We identified that there was not a comprehensive guide to the city’s creative and cultural offer and we wanted to produce a guide which was inclusive and representative across the city. Through the guide we aim to showcase and highlight what is hidden and independent alongside the known and very visible places that all make up the rich fabric of our city.</p> <p>We are now on the fifth iteration of the guide. 99 Things is a grass roots vision of Dundee and is developed through crowdsourcing with the people of Dundee nominating the entries. It is aimed at the people of Dundee and the wider visitor market, enabling them to find unique and exciting places to visit – the definitive guide to the city, offering an insider’s view. It is distributed across the city and supported by a number of key attractions and the universities who all stock it. It aims to provide new people such as students an introduction and insight into the rich creative sector and for those who have lived in Dundee a long time it provides new places to explore. It also supports lots of local/independent pockets of creativity across the city. We produced 30,000 copies in 2019 which are displayed and distributed by partners across the city. The development of 99 Things to See and Do didn’t happen in 2020 due to COVID and plans to look at new ways of developing the guide are being looked at for 2021 – we need to wait and see which of our favourite places manage to re-open after COVID lockdown ends.</p>

- It is seen as the definitive ‘cool’ guide to Dundee.
- It complements Dundee’s status as the UK’s only UNESCO City of Design
- Partners agree to pay for and display and distribute copies each year.
- It has a good reputation anecdotally
- It allows the community to have a say
- It is regularly the most visited page on the Creative Dundee website



### Behind the scenes

Here are a few of the organisations and festivals which keep the city creative as the UK’s only 🏛️ UNESCO City of Design. Creative workspaces include: In the West End you can find 🏠 Wasps Studios, 🏠 Scrapantica, 🏠 Dundee Ceramics Workshop, 🏠 Dundee MakerSpace, 🏠 Dundee Comics Creative Space in Vision and 🏠 DCA Print Studio. 🎓 University of Dundee, 🎓 Abertay University and 🎓 Dundee & Angus College all have leading art/design courses and each have Degree Shows running in May. 🌐 The Circle is a hub for charities, social enterprises, community groups and socially aware businesses in Dundee.

Some of the many festivals to check out include: March – Dundee Women’s Festival; May – Dundee Design Month and Dundee Design Festival (biennial), Degree Shows; June – Dundee WestFest; July - Dundee Summer Streets Festival; Sep – Dundee Pride, Dundee Flower and Food Festival; Oct – Festival of the Future, Discovery Film Festival, Dundee Science Festival; Nov – NEoN Digital Arts Festival, Dundee Jazz Festival, Christmas Light Nights.



**Activities:**

- Online launch of crowd-sourcing activity – engaging with locals to help identify the 99 things to see and do in Dundee most loved by locals
- Collate responses and identify the 99 Things – across a range of sectors
- Design the leaflet and write content
- Get leaflet printed
- Launch the latest 99 Things to See and Do guide and distribute around the city.



	Online presence also developed.
<b>Cult-Create Learning</b>	Included in the INTERREG Europe Good Practice Database
<b>Outcomes:</b>	<ul style="list-style-type: none"> <li>Local people are brought into thinking of creative and cultural activities and offerings as being attractive to visitors.</li> <li>Visitors to the city can find authentic places to visit as promoted by local people – sometimes leading to some real hidden gems</li> <li>Promotion for some small CCI's that wouldn't otherwise be able to afford such PR</li> </ul>
<b>Cost:</b>	Human Resources: time from Creative Dundee staff - development of the project, management, social media campaigns, liaising with designers and stakeholders and input from the people of Dundee Financial resources include design fees and printing with a cost of approximately €4500.

<b>Project:</b>	<b>CCI in CCT Business Workshop</b>
<b>Background:</b>	Hosted a pilot workshop in March 2020 for CCI's to learn more about the opportunities engaging in CCT could offer – learning from good practice of CCI's already engaging in the visitor economy; learning about target markets from VisitScotland and marketing/promotion on social media and booking platforms from Dundee City Council's Tourism Business Development Officer – this is a starting position for Action 1 in our Action Plan.
<b>Activities:</b>	<ul style="list-style-type: none"> <li>Arranged venue and speakers</li> <li>Promoted the event</li> <li>Hosted the event – including asking for feedback, further information on the sector etc.</li> <li>Followed up with attendees</li> </ul>
<b>Cult-Create Learning</b>	Discussed at a number of Cult-Create Workshops – showcased in Dundee presentations Support by Chamber of Commerce and Industry to CCI SME for CCT Development in Pecs-Baranya
<b>Outcomes:</b>	More CCI's aware of the opportunities that CCT can offer their business Networking opportunity for the CCI's attending Potential development of new joint products between hospitality venues and CCI's
<b>Cost:</b>	Venue hire, hospitality and key speaker fees - £600.

<b>Project:</b>	<b>City Centre Strategic Investment Plan</b>
<b>Background:</b>	Dundee City Council and our strategic partners are currently developing a 30-year strategic plan for our city centre – recognising that the role of city centres is likely to change – with fewer retailers having bricks and mortar stores (potentially accelerated by COVID-19 and the rise of online retail). The plan is developing 5 key themes: Living, Working, Visiting, Connectivity and Public Realm. We will seek to ensure that CCI's and CCT play a central role in enlivening our city centre – creating new opportunities, addressing issues with vacant space, creating design trails/pop up venues etc. – particularly in the short to medium term. CCI's/CCT will have the potential to impact on a number of these themes: living (we will look at live-work space), working (again with live-work space, pop up venues/retail) and public realm (using local designer/makers to brighten our urban landscape). This activity supports Action 2 of the Cult-Create Action Plan.
<b>Activities:</b>	Identified key themes for the city centre – living, working, visiting, public realm and connectivity.

	<p>Developed consultation activities – engaging the public and key stakeholders in the city centre – major employers, major retailers, hospitality venues, visitor attractions/CCTs, accommodation providers.</p> <p>Early feedback enabled a number of ideas to be developed. This includes working with CCIs to develop meanwhile/pop up uses for vacant city centre spaces. This work is due to commence shortly, following the securing of funding from the Scottish Government’s City Centre Recovery Fund, allowing us to free up funds for this purpose. The project will be to work with the UNESCO City of Design team, Creative Dundee and local property agents to develop new uses for a number of vacant retail spaces and to consider the design/development of pop-up facilities for use in public spaces such as City Square, Slessor Gardens etc. This will also allow us to develop a local toolkit that sets out a step-by-step process in how to develop new uses in vacant retail from the perspective of the community, businesses, creative sector, property owners/agents, the Council.</p> <p>Further master-planning work to be undertaken with support from a consultancy partner – also, separately, funded by the City Council.</p>
<b>Cult-Create Learning</b>	<ul style="list-style-type: none"> <li>• Nicosia Pop-Up Festival</li> <li>• Cork Design Pop</li> </ul>
<b>Outcomes:</b>	To be finalised – plans are for a number of vacant spaces to be taken over by CCIs/CCTs to help ensure they city centre remains a vibrant and attractive place to visit. Develop a toolkit for future pop-ups and meanwhile uses.
<b>Cost:</b>	Budget of £80,000K identified, with a percentage used on working with the creative industries sector.

<b>Project:</b>	<b>Cult-Create Workshop – Hands-On Activities for a virtual meeting</b>
<b>Background:</b>	Dundee City Council hosted the first virtual workshop/study visit for the Cult-Create project in November 2020 (the original visit to Dundee having been scheduled for April and cancelled as a result of COVID). We developed a number of videos to showcase CCI and CCT in the city but also pulled together items/objects to be sent to each of the partners to enable them to still experience a hands-on experience during the workshop. For Dundee we sent an ingredients box to enable everyone participating in the workshop to make our world-famous Dundee Cake – which we tasted and discussed during the workshop (alongside a video showing how to make Dundee cake and telling the story of it) and a kit from an exhibition at V&A Dundee called Sewing Box for the Future which allowed people to do some hands-on stitching linked to the exhibit. This proved to be a great element of our workshop and is one which Cork has adopted for Workshop 4 – it is a great way to share best practice/CCI activities whilst not being able to visit in person.
<b>Activities:</b>	Identify ways of engaging virtual participants in hands-on activity – focus on CCIs. Create an experience for our partners – enjoy sharing time together
<b>Cult-Create Learning</b>	Based on learning from previous study visits (Nicosia, Padua), expert advice (examples of hands-on experiences creating better connections with visitors) and a need to showcase what Dundee has to offer whilst our partners are not able to actually visit.
<b>Outcomes:</b>	Participants engaged with the process – learnt more about key areas of CCI/CCT in the city.
<b>Cost:</b>	£1000 – to purchase items for the kit and to post to participants.

<b>Project:</b>	<b>Dundee Brand – Selling Culture &amp; Creativity to a new audience</b>
<b>Background:</b>	<p>Dundee has used branding as a tool for promoting and marketing the city for over 20 years, originally with the brand Dundee: City of Discovery and for the last 10 years with the brand Dundee: One City Many Discoveries. The city also plays on its’ attributes and its cheeky nature when considering the next step in its’ brand. We’ve had “Sunny Dundee” in reference to Dundee being Scotland’s sunniest city – from sunglasses to 2020s must have fashion accessory – the face mask (designed and made locally, with each one sold seeing another donated to a local community group)</p> <div data-bbox="331 584 1230 880" style="display: flex; justify-content: space-around;">   </div> <p>And for 2021 it was decided that we needed a new twist to the campaign – to focus on our changing visitor market – focusing on local, regional and UK visitors rather than trying to attract international travellers during a pandemic – the “staycation” market. The campaign for 2021 plays on Dundee’s visitor segmentation – food loving culturalists and curious travellers whilst also adapting the campaign to meet the demands for safe, outdoor activities for visitors.</p>
<b>Activities:</b>	<p>Working with a creative agency to develop the collateral for the campaign – using Dundee’s key strengths and attractors – this includes a focus on the city’s creativity and culture – for design, for making, for culture, for performance, for food..... making it adaptable to a wide range of messaging.</p> <p>“After the challenges of the past 12 months, 2021 is the year when we start to rediscover our wanderlust. And you won’t have to travel far to enjoy a world-class visitor destination, right here in Scotland.</p> <p>With attractions including the stunning V&amp;A Dundee, great hotels, bars and restaurants and fantastic open spaces and outdoor activities, it’s not surprising that Dundee was named GQ’s coolest little city in Britain. Or that it’s the current UK Staycation City of the Year.</p> <p>Why not put Dundee on your map in 2021 and, as restrictions ease, come and spend a few days with us?”</p> <p>Using the collateral across a wide range of social media (Website, Facebook and Instagram) to promote – Put Dundee on your 2021 Map – targeting the CCT market. Identifying how we can make the campaign work to support the growth of CCI and CCT.</p>
<b>Cult-Create Learning</b>	<p>Based on learning from a range of platforms such as Loule Criativo and Ibiza Creativa – making the most of what you have and selling it. Recognising the need to make the city stand out from the crowd and to use out creative talents to sell all that makes the city a great place to visit.</p>

<p><b>Outcomes:</b></p>	 <p>Collateral developed – mix and match images and straplines – to be able to adapt the messaging to all our key market segments – included to visitors seeking those creative and cultural experiences that help to make a visit memorable, authentic and unique.</p>
<p><b>Cost:</b></p>	<p>Cost of working with a creative agency to develop the campaign – but using existing photography and social media platforms only to minimise the costs of producing the collateral. Staff time to engage with the creative agency and develop the concept.</p>

**Vision and Goals**

Dundee seeks to be one of the best small cities in the UK for a cultural short-break with a focus on engaging CCIs in Cultural and Creative Tourism to offer unique, authentic hands-on experiences for visitors.

**Actions**

Proposed Actions to be according to Programme specifications

- **Action 1: New Project - Business Support Programme for CCI SMES to engage in CCT** Providing support to local CCIs and CCTs to support the development and promotion of new products
- **Action 2: New Project – Meanwhile Spaces, Enlivening the streets, Pop Up Presents....** Use of meanwhile spaces and pop up activities in public spaces
- **Action 3: Improved Governance/Structural Change** – engaging the new Dundee Tourism Leadership Group in the development and delivery of the Dundee Tourism Strategy 2021-26

## Monitoring process

Monitoring process and framework to be defined with relevant indicators for each Action, also respecting the specific indicators specified in the approved Application Form for each partner's policy instrument.

The Cult-Create Steering Group will continue to meet quarterly during Phase 2 of the project and will receive updates on the progress of the activities designed to ensure the actions are achieved.

Key targets are identified for each Action:

Action	Activity	Proposed Output	No.	By When
1	Host CCI workshops to raise awareness of the benefits and opportunities of CCT participation	No. of workshops held	3	Summer 2022
		CCIs participating in workshops	40	Summer 2022
		CCIs with new products for CCT	5	Nov 2022
		New CCI products for CCT bookable on digital platforms	3	Nov 2022
1	Networking events for CCIs and local venues	No. of networking events held	2	April 2022
		New CCI/venue collaborations	3	Nov 2022
1	Develop a toolkit for CCIs seeking to engage in CCT	Toolkit developed	1	Summer 2022
1	Host a Creative Concierge event with a focus on CCIs in CCT	Creative Concierge event held	1	Spring 2022
2	Develop new meanwhile uses/Pop-Up events for CCIs/CCT	Pop up/meanwhile spaces developed	3	Summer 2022
2	Co-creation events for locals/visitors developed	Host a number of co-creation events – access to a number of CCI led CCT activities	5	Nov 2022
2	CCIs participating in pop-up activities	Calls for CCIs to participate in CCT/popup festivals/creative showcases	5	Nov 2022
2	Creative Camp event	Host a creative camp – with access to a number of creative activities on one day – promoted	1	Summer 2022
3	Sub-Group of CCIs to develop new Tourism Strategy	Establish temporary working group of CCIs to feed into the new Dundee Tourism Strategy 2021-25	1	May 2021
		Host a number of meetings to develop CCI inclusion in Strategy	3	July 2021
3	CCI/CCT activity a key focus on the new Dundee Tourism Strategy 2021-25	Strategy completed – benefits of CCIs and CCT at the heart of the strategy	1	Nov 2021

The core members of the Cult-Create Team within Dundee City Council's City Development Department will be in charge of monitoring the activities outlined above. Each quarter a report will be prepared for



the Steering Group and the Tourism Leadership Group which outlines progress towards achieving the above outcomes, risks and mitigation and plans for the next quarter. The first report will be due in July 2021.

### **Conclusions and Recommendations**

Dundee City Council will, with its key partners, develop and deliver the actions outlined in the plan below. The focus is on supporting the development of CCIs and CCT, with the ambition of attracting more visitors to the city, extending the length of stay and increasing spend, alongside supporting growth in the CCI sector. The team will work to ensure delivery of the actions outlined in the plan.

## Partner 6 – Interreg Cult-Create – Dundee City Council - Action Plan Template

Action 1	Business Support Programme for CCI SMES to engage in CCT
<p>1. Lessons Learned from Cult-Create</p>	<p>Dundee has identified key elements of this project from a number of good practice activities that have been discussed, visited and shared during the Cult-Create project. These are:</p> <ul style="list-style-type: none"> <li> <p><b>Creative Ecosystem in Ibiza for Creative Tourism Development:</b> recognising the year-round potential of CCT to attract visitors – not weather dependent; activities based on the distinct DNA of the island – which Dundee has translated to its own DNA in terms of design; recognising the importance of co-creating to the Creative &amp; Cultural Tourism experience; provision of training to CCIs to adapt their products to the island’s market/visitor segments. The Ibiza Creativa project seeks to support networking, training, promotion and mentoring of CCIs and to make them sustainable and support competitiveness and growth. The potential to engage local citizens in the co-creation of product will also be considered during Dundee’s programme.</p> </li> <li> <p><b>Co-Creation by Visitors in the School of Aristotle in Naoussa:</b> the practical engagement of visitors in the development of their own “souvenirs” – and this is key to the development of CCT products in Dundee – engaging people directly with CCIs to co-create products and learn new skills. The idea of historical narrations and a “walk in Nymphaio of Mieza” also fits with opportunities in Dundee to develop guided tours of Dundee’s heritage, stories – historical and contemporary – and the proposal to develop a Design Trail being looked at by our UNESCO City of Design team. The aim of involving more local CCIs in CCT is another key element – with a look at those we might not consider CCIs such as heritage centres, libraries along with performers, musicians and artists.</p> </li> <li> <p><b>Support by Chamber of Commerce and Industry to CCI SME for CCT Development in Pecs-Baranya:</b> this is one of the key good practices in the development of our programme. Direct support for CCI SMEs will be key to the development of new CCT products. The main goals of that action included the promotion of CCIs and the education of future buyers and provision of an accessible cultural and creative tourism programme; increasing inbound tourism as a result (a key aim of Dundee’s Tourism Strategy). The co-operation programme developed in Pecs-Baranya has inspired our programme – with its development of relationships between producers, consumers, agencies, investors and media. We will use in-kind support from staff to develop and deliver the programme. We have already run a pilot event in March 2020, the follow up events have been delayed due to COVID-19. We will work with partners to identify CCIs – our first potential engagement could be with the producers/CCIs who are contained within our CODE Souvenir Catalogue – some of whom are already engaging in CCT but others would could be developing new CCT products.</p> </li> <li> <p><b>Loule Criativo:</b> this was a project raised by our expert <b>Caroline Couret (ECTN Advisory Partner)</b> identified at the Action Plan workshop and this is part of the model of support that we seek to create. Loule Criativo is aimed at enhancing and promoting the identify the it’s Algarve Region, doing so by focusing on creativity and innovation. These are at the heart of Dundee’s DNA and we aim to promote this within the scope of the visitor economy – CCT. Loule Criativo provides a range of training for artisans and other people in the creative sector with a focus on revitalising the traditional arts and crafts and</p> </li> </ul>

	<p>dynamic new approaches to the area’s intangible heritage. Dundee aims to do the same for our intangible design DNA. They are keen to ensure that residents of the region and visitors will be able to access up-to-date training in traditional arts and crafts; innovation in the products and working processes of professional creators; business support programme aimed at the needs of artisans and creators and a dynamic and attractive range of creative experiences that will put tourists in touch with the unique aspects of the region’s identity and heritage, based on a “do it yourself” approach. We will also look at the approach they take to tailor making creative experiences for groups.</p>
<p>2. Background</p>	<p>With a long history of culture-led approaches to regeneration and economic growth, Dundee has significant experience in supporting tourism through the development of new attractions, with a focus on contemporary culture and our distinctive heritage (shipbuilding, exploration, innovation, textiles). Dundee has a strong creative and cultural industries sector who have the potential to support the on-going development of Cultural and Creative Tourism – a strand of the visitor economy that hasn’t been exploited fully. Participation in Cult-Create has allowed the city and our strategic partners to learn from best practice in other regions and to enhance our existing practice.</p> <p>The need to engage CCIs directly in the provision of activities for visitors, to embrace this cultural and creative tourism approach is a gap that we have identified, confirmed by our participation in Cult-Create. The city has a large number of CCIs but only a few who consider the tourism economy as a ready market. There is a need to commercialise the sector and to support the development of new products that engage visitors. We need to promote Dundee as THE place-to-do for the new generations of travellers – to convert CCIs into CCT and our natural and cultural assets into authentic and creative experiences.</p> <p>Our first action will support this gap – engaging with a wide range of CCIs and supporting them to develop new products/activities that can attract visitors seeking to engage with them – Cultural and Creative Tourism. Creative and Cultural Tourism has been defined as the acquisition of knowledge and new experiences relating to the destination and it has been identified that there is often a lack of awareness of creative tourism – amongst both CCIs and visitors. The work to support CCI SMEs to develop products for CCT is key to this action.</p> <p>We want to brand Dundee as a destination for Creative and Cultural Tourism and in order to do this we need to support our SMES in the CCI sector and the CCT sector to develop new products/activities that can be promoted widely to visitors seeking that type of experience – showcasing the creativity and culture of Dundee – linking producers, consumers and place.</p> <p>During 2019/20 Dundee’s UNESCO City of Design Team developed a project based on best practice that they had identified</p>

	<p>through their participation in the UNESCO Creative Cities Network – Montreal’s CODE Souvenir - <a href="http://www.designmontreal.com/en/code-souvenir">www.designmontreal.com/en/code-souvenir</a> This project invited local Dundee designers and makers to submit a creative product</p>
<p>3. Activities</p>	<ul style="list-style-type: none"> <li>• 3 CCI workshops - training sessions for SMEs in the CCI sector – first of such workshops was held as a pilot in March 2020 when 18 CCIs engaged in networking/learning with a focus on developing products for CCT, learning from CCIs already working in CCT, from VisitScotland (the national tourism organisation) about the key markets/promotion/support available.</li> <li>• 2 Networking events - hosting a series of events for networking between CCIs but also cultural attractions/venues such as bars &amp; restaurants where creative workshops etc. can be held - develop collaborative products - learn new skills and enjoy local gastronomy</li> <li>• Develop a toolkit for engagement - deliver a digitally based toolkit with a focus on developing CCI products that can be shared widely with practitioners</li> <li>• Promote the CCI sector more widely as a part of the visitor economy through social media platforms - engage the visitor as well as the CCI - sell the stories</li> <li>• Host a Creative Concierge Event with a direct focus on CCIs - what do they have to offer the visitor to Dundee looking for creative and cultural experiences</li> <li>• Develop a programme of micro-commissions to engage designers/CCIs in the provision of work in the public domain - enlivening our streets - this follows on from an activity at Christmas when 6 local designers were commissioned to develop art works with a Christmas theme to display in a number of vacant shop windows in the city centre - creating a short-lived/themed art trail for locals - develop this concept further – proposals for Dundee Design Festival 2021 and Christmas 2021 will support this approach</li> <li>• CODE Souvenir - develop the use of and promote the CODE Souvenir catalogue - a curated catalogue of goods designed and made by local CCIs developed by our UNESCO City of Design Team - raising awareness of local CCIs, focus on key strength in the city in design, marketing CCIs and local produced goods - maintain and promote this further</li> <li>• Dundee Eats - continue to develop Dundee Eats - a project that support gastronomy in the city: region - develop the social media impact of Dundee Eats</li> </ul>
<p>4. Outputs/Outcomes</p>	<ul style="list-style-type: none"> <li>• 40 CCIs engaged in training and networking to raise awareness of the potential of CCT</li> <li>• 5 CCIs developing new products to provide hands-on experiences to visitors seeking a CCT experience - revised outcomes</li> </ul>

	<p>for Dundee - previously 10% increase - but our baseline is no longer relevant due to COVID so we need to look at an actual number rather than a % increase.</p> <ul style="list-style-type: none"> <li>• 3 new venues willing to host such activities identified - embedding experiences in venues that show the DNA of the city.</li> <li>• CCIs linked to CCT more directly - awareness of venues and opportunities enhanced - both for CCIs and cultural venues – through Creative Concierge activity, social media, targeted information.</li> <li>• 3 new products bookable on digital platforms. Making CCI products more visible and bookable - increase the number of CCIs promoting their activities on platforms such as Airbnb, Trip Advisor Experiences etc.</li> </ul>
5. Key Players/Stakeholders	<ul style="list-style-type: none"> <li>• Dundee City Council</li> <li>• Creative Dundee</li> <li>• Creative and Cultural Industries SMEs</li> <li>• Venues (including food and drink venues) - CCT</li> <li>• Cultural Attractions – CCT</li> <li>• Dundee and Angus Chamber of Commerce and Industry</li> </ul>
6. Timeframe	Between April 2021 and November 2022 – COVID restrictions permitted
7. Cost	<ul style="list-style-type: none"> <li>• Hosting events and workshops, paying CCIs delivering best practice - 5 in total - €1500</li> <li>• Staff time - developing content of workshops/organising workshops/hosting workshops - equivalent to €1500</li> <li>• Staff time - developing content of digital toolkit - equivalent to €1000</li> <li>• Creative Concierge event - staff time and free hosting at local venue - equivalent to €1000</li> </ul>
8. Funding Sources	In-kind staff time and Dundee City Council City Development resources as outlined above. Potential for in-kind venues for hosting networking events. Revenue funding from the City Development Department’s Creative Industries budget.
9. Impact on Local Strategies	The Policy Framework which both supports and is impacted by this action is the Dundee Tourism Strategy 2021-2025. The development of this Strategy is being undertaken with a key focus on the role of both CCIs and CCT. The actions identified within the Cult-Create Action Plan will contribute directly to the achievement of strategic priorities identified in the new Tourism Strategy. Actions delivered to achieve this objective will be supported in-kind by staff from Dundee City Council’s Economic

	<p>Development Teams – Business Support, Events, Tourism, Marketing &amp; Promotion who are also in charge of managing the Tourism Leadership Group who oversee the Tourism Strategy. Funding for these activities comes directly from the budgets of these teams, from grants awarded to the teams from external sources (such as the Scottish Government) and through the in-kind support of the staff involved. Our partners across the city also provide in-kind support to the delivery of these actions and the wider Tourism Strategy.</p>
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Action 2	Meanwhile Uses - Pop Up Presents.....
<p>1. Lessons Learned from Cult-Create</p>	<ul style="list-style-type: none"> <li> <p><b>Nicosia Pop Up Festival:</b> we have taken note of the Pop-Up Festival that was addressed both at the Workshop/Study visit to Nicosia and as an example of good practice on the Cult-Create website and on the Interreg Europe Good Practice Database. The festival actively repurposes vacant retail units over a 6-week period – reviving urban space. Dundee will look at developing a similar model with a more interactive/widespread approach – not focusing all activity in a short period but offering pop-up potential at key points throughout the year. The Festival holds an open call for CCIs to engage – awarding space to the applicants who can best use it and who can offer up the opportunity to host a range of events/workshops. The festival is seeing creative artists/locals/tourists interacting and co-producing new forms of cultural products. We will build on this in our own Design Month approach.</p> </li> <li> <p><b>Cork Craft Month:</b> In discussion with our colleagues in Cork City Council as part of their <b>Peer Review</b> of our developing Tourism Strategy - a further good practice was identified that we will use in the development of this action – Cork Craft Month - <a href="https://www.corkcraftanddesign.com/about-ccm/">https://www.corkcraftanddesign.com/about-ccm/</a> Cork Craft Month provides an opportunity to showcase the wealth of talent and skill there is in Cork across a range of craft and design disciplines. The goal is to make Cork city and county a recognised centre of excellence for making, seeing, collecting, buying and learning about contemporary craft. This is a focus on Dundee Design Month – showcasing and supporting local designers – we wish to provide additional focus on hands on activities for visitors – CCT developments as part of the Month – and beyond at other key times of the year – spreading the potential, delivering this type of activity at quiet periods in the tourism calendar much as Ibiza Creativa (see Action 1 above) did in Ibiza – trying to bring visitors to the city out of season.</p> </li> <li> <p><b>Support by Chamber of Commerce and Industry to CCI SME for CCT Development in Pecs-Baranya:</b> as part of this good practice, Becs-Baranya identified that they had developed and hosted what they called “Creative Camps” where weekend events were developed to attract visitors to come and engage in hands-on craft workshops, on one theme or many. This is something that we would like to work with CCIs and CCT to develop in Dundee – visible and bookable activities that give CCIs new business models to work within and helps to identify the space in which to do it. The creative camps can be linked to</p> </li> </ul>

	<p>gastronomy and introducing CCT visitors not only to out designers and makers but also to our burgeoning gastronomic sector.</p>
<p>2. Background</p>	<p>Dundee has recognised the importance of creating a vibrant city scape in attracting visitors. Creative and Cultural Tourism can support that vibrancy. Dundee has in the past delivered (and will continue to do so) a number of festivals such as Dundee Design Month in conjunction with our UNESCO City of Design Team. However, changes as a result of COVID-19 and the developing expectations of visitors mean that we are looking for new ways to enliven our streets and engage people with CCIs and CCT. This will include things such as Pop Up Festivals, pop up space for CCIs (with a focus on reuse or meanwhile spaces – currently vacant shop units for example – Tea Green. Enlivening streets, reuse of vacant or underused space, current demand will be for local tourists – need to focus on national and international tourists in 2022.</p> <p>Another market that we would like to look at is the offer for families, young people and children – many events created to date for CCIs have a key focus on participation by adults. But many adults come with their young people in tow and are often keen to find activities for them as well. The strength of pester power should not be under-estimated and indeed should be embraced.</p>
<p>3. Activities</p>	<p>Activities:</p> <ul style="list-style-type: none"> <li>• Build on the existing Design Month and spread activities across the year that have a focus on hands-on, design led activities for locals and visitors alike to learn new skills - to host a number of co-creation events for visitors to attend - working with CCIs to develop new workshops and hands on activities - pilot approach – spring 2022</li> <li>• Develop pop up premises – short to long term - using vacant premises in the city centre, or under-used spaces within cultural/hospitality venues to host CCIs at strategic times of the year for both peak visitor numbers but also off-season – Art School Degree Show, key summer holiday periods, pre-Christmas. The City Council will, for example, work with Creative Dundee, the UNESCO Team and within in the scope of Dundee City Council’s developing City Centre Strategic Investment plan to develop these pop-up premises.</li> <li>• Working with key partners - UNESCO City of Design, Chamber of Commerce and Industry, academic partners and Creative Dundee to raise awareness of, develop and deliver opportunities for CCIs – call for CCIs to engage in pop-up festivals, Creative Camps etc.</li> <li>• Direct engagement between the City Council’s marketing/tourism and events teams with key stakeholders – Dundee UNESCO City of Design team, universities, and other key contemporary attractions – V&amp;A Dundee, DCA Dundee – and CCIs to develop new opportunities for Pop Up activity across the city and across the year.</li> <li>• Research the potential to host “creative camps” as run by Pecs-Baranya, as part of the next Design Month – likely to be 2022</li> </ul>

	<p>due to on-going COVID restrictions. Deliver a focused “Creative Camp” as part of Dundee Design Month 2022.</p>
4. Outputs/Outcomes	<ul style="list-style-type: none"> <li>• 5 co-creation workshops for visitors developed and delivered during 2021 and 2022 - potential to focus on working with CCIs included in Dundee's UNESCO CODE Souvenir project and those participating in the Business Support workshops</li> <li>• 3 Pop-up opportunities developed for CCIs during 2021 and 2022 – within vacant or under-used premises around the city centre. Key focus of the City Centre Recovery Plan.</li> <li>• Develop a promotional tool through social media of key CCIs for CCT – building an audience for CCT in the city – using an existing brand such as Design Dundee, Love Dundee Local or Dundee.com – but with a CCI/CCT twist.</li> </ul> <p>Developing short-term/pop-up opportunities for our CCIs allows them to test and adapt their creative activities to focus on the wants of our visitors, as well as to create synergies and co-creation opportunities between CCIs. The aim of encouraging these activities to happen in a wide range of places – from vacant spaces, to greenspaces, to hospitality venues is to promote all that the city has to offer and to encourage yet more collaboration and co-creation.</p>
5. Key Players/Stakeholders	<ul style="list-style-type: none"> <li>• DCC</li> <li>• Creative Dundee</li> <li>• Dundee City of Design - UNESCO</li> <li>• CCIs</li> <li>• Venues - CCT</li> <li>• Cultural Attractions – CCT</li> <li>• Dundee and Angus Chamber of Commerce and Industry</li> </ul>
6. Timeframe	Delivering between April 2021 and October 2022
7. Cost	<ul style="list-style-type: none"> <li>• Creative Dundee providing support for the development of the pop-up opportunities with property owners - €3000</li> <li>• Staff time from DCC and partners to develop workshops with CCIs - €2000</li> <li>• Staff time from DCC to develop content for promoting events on social media - €500</li> <li>• Staff time from DCC to look at health &amp; safety for pop up premises - €1000</li> <li>• Supporting costs of workshops - €3000 – from DCC City Development Budget</li> <li>• Developing overall proposals for re-use of vacant space in the city centre with a creative/cultural spin - €30,000 –</li> </ul>



	funding from the Scottish Government City Centre Recovery Fund
8. Funding Sources	In kind costs as outlined above and a small budget from DCC. Work will look to develop additional resources over the course of the next 12 months. Dundee City Council has secured a grant from the Scottish Government’s City Centre Recovery Fund to undertake work related to the development of meanwhile uses/pop up activities in vacant units in the city centre.
9. Policy Framework Impacted	The Policy Framework which both supports and is impacted by this action is the Dundee Tourism Strategy 2021-2025. The development of this Strategy is being undertaken with a key focus on the role of both CCIs and CCT. The actions identified within the Cult-Create Action Plan will contribute directly to the achievement of strategic priorities identified in the new Tourism Strategy. Actions delivered to achieve this objective will be supported in-kind by staff from Dundee City Council’s Economic Development Teams – Business Support, Events, Tourism, Marketing & Promotion who are also in charge of managing the Tourism Leadership Group who oversee the Tourism Strategy. Funding for these activities comes directly from the budgets of these teams, from grants awarded to the teams from external sources (such as the Scottish Government) and through the in-kind support of the staff involved. Our partners across the city also provide in-kind support to the delivery of these actions and the wider Tourism Strategy.

<b>Action 3</b>	<b>Improved Governance/Structural Change – engaging the new Dundee Tourism Leadership Group in in the development and delivery of the Dundee Tourism Strategy 2021-26</b>
1. Lessons learnt from Cult-Create	From our on-going participation in the Cult-Create project and the learning to date. Projects outlined above will also impact on the content and actions of the Dundee Tourism Strategy.
2. Background	Dundee City Council and its partners in the Dundee Partnership (a partnership of key stakeholders from across the city – including public agencies, academic partners, the third sector and the private sector) work together on a regular basis to address challenges and opportunities facing the city. In 2019, it was agreed to establish the Dundee Tourism Leadership Group. This group will become the business model for future delivery of the city’s developing Tourism Strategy. It includes representatives from Dundee City Council, VisitScotland, local cultural venues, Creative Dundee, accommodation providers, transport providers and food/hospitality providers.

Dundee's participation in the Cult-Create project was in part in recognition of the need to support our CCI sector to become more sustainable in the long-term, supporting more and growing businesses and in part in recognition of our potential as a visitor destination – seeking to become the best short-break destination in the UK. The potential to meld CCI with CCT was one where we saw significant potential. We recognise the need to generate new experiences for CCT and to raise awareness of the opportunities for both consumers and producers.

Dundee's existing tourism strategy (2016-2020) whilst having a focus on CCT didn't have a direct action related to engaging CCIs in CCT. The original plan for our involvement in the Cult-Create project had been to influence the annual action plan related to the tourism strategy to ensure CCIs were supported to engage in the tourism approach. However, we now have a greater opportunity – to directly influence the creation of the next policy instrument – Dundee's Tourism Strategy 2021-2026 – ensuring that CCIs and CCT have a central role to play in the on-going development of Dundee as a visitor destination. Since it is now 2021 we have asked to change our Policy Instrument to the newly developing Dundee Tourism Strategy 2021 to 2026. This would have been a 2020-2025 document but COVID 19 led to the creation of a recovery plan during 2020 (somewhat stymied by on-going COVID issues which have seen much of the UK in virtual lockdown for 6 of the past 11 months) and the new Policy Instrument is just being developed now. However, this gives us even greater opportunity to ensure that the learnings from our participation in the Cult-Create project are adapted to meet the needs of Dundee's CCIs and CCT and that it can be that the development of CCT becomes a strategic priority for the city. It is anticipated that the Dundee Tourism Leadership Group will continue beyond the lifetime of the Cult-Create project to continue to drive the role of CCIs and CCT in Dundee's economy.

The manifesto for the Dundee Tourism Leadership Group is to:

- Develop Dundee's tourism strategy 2021-2026
- Lead the implementation of the Dundee Tourism Strategy
- Ensure linkages are in place with other pertinent local, regional and national strategies.
- Actively position Dundee as a rich, vibrant and contemporary city to visit where people can enjoy cultural and creative experiences, great food and drink and the outdoors.
- Lead strategies to drive overnight stays and extended stays in the city.
- Lead the development of new products, collaboration, themes and experiences – building critical mass for the destination.

We, like all other destinations are in a very different place in 2021 than we had anticipated in 2019. 2019 was Dundee's year. With the opening of V&A Dundee – Scotland's new museum of design in September 2018 – the increase in visitor numbers to the city was significant. V&A Dundee, designed by starchitect Kengo Kuma and developed in partnership with one of the world's most

	<p>recognised museums of Art &amp; Design the Victoria &amp; Albert Museum (V&amp;A) in London, was a project 10 years in the making and brought Dundee to the global stage. With the museum attracting over 830,000 visitors in its first year and the press highlighting Dundee e.g. National Geographic Traveller magazine having Dundee on its “Cool List” 2019 and Time Magazine listing V&amp;A Dundee as one of the world’s greatest places for 2019, Dundee was set to capitalize on the on-going attractiveness of the city in 2020. However, with COVID-19 we are now reassessing our approach to tourism – with 2021 being a year where we will most likely focus on local/regional visitors and national and international visitors not being a priority again until 2022. This has the potential to alter plans and priorities – and CCIs and CCT might have an even stronger role to play – giving local and regional visitors the chance to participate in new experiences here in the city, since they might be unable to travel further. This provides an opportunity for CCIs to develop, pilot and test new products before launching them to a larger audience.</p> <p>A first draft of the Dundee Tourism Strategy 2020-25 (pre-COVID) was sent to our Partners in Cork for peer review. One of the key areas of feedback was the need to ensure that CCI and CCT played a stronger role in the strategy. At the present time the CCIs are represented on the Leadership Group by Creative Dundee (a local organisation that believes that culture and creativity are essential catalysts for positive change) and it is recognised that through Creative Dundee we should reach out to a number of CCIs to engage them more fully in the development of the new Strategy and ensure that CCIs and CCT are more defined and engaged in the Strategy.</p> <p>In order to achieve this, we plan to develop a short-life working group with representatives from Dundee City Council, Creative Dundee and CCIs to seek their views, identify new opportunities and to ensure the sectors buy-in to the plans/strategy. This group will meet 2 to 3 times during 2021 to enable us to gather data, support and develop new ideas in collaboration with the sector.</p> <p>Alongside the development of the new Tourism Strategy, the Council and the stakeholder group for Cult-Create have the opportunity to influence the Dundee Creative Industries strategy which is also due for a refresh in 2021. The first Creative Industries Blueprint 2017-2021 for Dundee was developed by Creative Dundee in partnership with a wide range of city stakeholders and members of the creative industries community.</p>
<p>3. Activities</p>	<ul style="list-style-type: none"> <li>• Develop the Dundee Tourism Leadership Group to be the focus for the outcomes of the Cult-Create project as well as to develop and oversee the implementation of Dundee's Tourism Strategy 2021-2026 - one of its key objectives is to actively position Dundee as a rich, vibrant, contemporary city to visit where people can enjoy cultural and creative experiences, great food and drink and the outdoors. Another is to lead the development of new products, collaboration, themes and experiences - building a critical mass of activity for the city. This group will continue beyond the lifetime of the Cult-Create</li> </ul>

	<p>project. Host 6 – 8 meetings per annum.</p> <ul style="list-style-type: none"> <li>• Within the Dundee Tourism Leadership - develop a short-life working group with CCIs to support the development of policy/activities with a direct link to CCIs in CCT. Currently CCIs are represented on the Tourism Leadership Group by Creative Dundee (a sector body for the CCIs in the city) and this group will see DCC, Creative Dundee and UNESCO City of Design working with a number of CCIs (maximum 5) to ensure a focus on their needs is met. Host 2-3 meetings of the sub group in 2021.</li> <li>• Work with the Dundee Tourism Leadership Group to ensure that the output of both the CCI sub-group and the findings of the Cult-Create project are embedded in the new Dundee Tourism Strategy 2021-26. This will include on-going updates on the project and its outcomes e.g. Workshop 4 on governance and business models.</li> <li>• Develop the new Dundee Tourism Strategy 2021-2026 with a key focus on the role of CCIs in CCTs - led by the Dundee Tourism Leadership Group - – this strategy will replace the existing policy instrument that was originally identified in the Cult-Create Action Plan. The original strategy/policy instrument covered the period 2016 to 2020 and therefore there is a recognised need to develop a new strategy covering the 2021-2026 period. 2020 was lost to the redevelopment as a result of COVID-19 and instead a Tourism Recovery plan was put in place. This of course was a very fluid document given the on-going levels of lockdown that Scotland has found itself in.</li> </ul>
<p>4. Outputs/Outcomes</p>	<p>Outcomes:</p> <ul style="list-style-type: none"> <li>• 2-3 meetings held with CCIs to develop input into the new Tourism Strategy</li> <li>• 6-8 regular meetings of the Dundee Tourism Leadership Group - held bi-monthly</li> <li>• Direct input into the development of the new Dundee Tourism Strategy 2021-2026</li> <li>• Publication of the new Dundee Tourism Strategy 2021-2026</li> <li>• Implementation of key actions related to CCIs and CCT in the plan</li> </ul>
<p>5. Key Players/Stakeholders</p>	<p>Dundee Tourism Action Group – members listed above, including representatives from:</p> <ul style="list-style-type: none"> <li>• Dundee City Council</li> <li>• Leisure &amp; Culture Dundee</li> <li>• UNESCO City of Design Team</li> <li>• Creative Dundee</li> <li>• Cultural &amp; creative visitor attractions</li> <li>• Accommodation providers</li> </ul>

	<ul style="list-style-type: none"> <li>• Hospitality venues</li> <li>• Transport providers</li> </ul> <p>Sub-Group</p> <ul style="list-style-type: none"> <li>• DCC - organising meetings, developing content with DTLF Chair for the core group and with Creative Dundee for the sub-group</li> <li>• Creative Dundee - identifying CCIs to engage, working with DCC to develop content of sub-group meetings, attending meetings</li> <li>• Dundee City of Design - UNESCO - identifying CCIs to engage, working with DCC to develop content of sub-group meetings, attending meetings</li> <li>• CCIs - participating in the 3 sub-group meetings</li> </ul>
6. Timeframe	Plan to be produced by mid-2021. Meetings of the sub-group to be held between March and May 2021.
7. Cost	<ul style="list-style-type: none"> <li>• CCI time – up to €500 – to cover expenses of CCIs engaging in the meetings.</li> <li>• Other costs will be in-kind – hosting meetings and staff time – both sub group and Tourism Leadership Group - €4000.</li> </ul>
8. Funding Sources	Dundee City Council Economic Development Department Budget and Staff Time
9. Impact on Local Strategies	<p>The Policy Framework which both supports and is impacted by this action is the Dundee Tourism Strategy 2021-2025. The development of this Strategy is being undertaken with a key focus on the role of both CCIs and CCT. The actions identified within the Cult-Create Action Plan will contribute directly to the achievement of strategic priorities identified in the new Tourism Strategy. Actions delivered to achieve this objective will be supported in-kind by staff from Dundee City Council’s Economic Development Teams – Business Support, Events, Tourism, Marketing &amp; Promotion who are also in charge of managing the Tourism Leadership Group who oversee the Tourism Strategy. Funding for these activities comes directly from the budgets of these teams, from grants awarded to the teams from external sources (such as the Scottish Government) and through the in-kind support of the staff involved. Our partners across the city also provide in-kind support to the delivery of these actions and the wider Tourism Strategy.</p>

**Date:** \_\_\_\_\_ 30th March 2021 \_\_\_\_\_

**Name of the organisation(s) : :**

\_\_\_\_\_ Dundee City Council \_\_\_\_\_

**Signatures of the relevant organisation(s):** \_\_

*Alice J. Muir*

- Lead- Strategic Projects, City Development, Dundee City Council

*Jennifer Caswell*

- Team Leader - City Marketing, City Development, Dundee City Council

**Action 1:** Develop business support activities for CCIs, encouraging them to participate in CCT

**Action 2:** Utilise vacant city centre space/green-space to develop Pop-Up/Meanwhile uses for CCIs – ensuring a vibrant city centre for visitors

**Action 3:** Develop new Dundee Tourism Strategy 2021-2025 – with CCI and CCT at its heart



The Cult-CreaTE project deploys Cultural and Creative Industries (CCIs) for the development and promotion of Cultural and Creative Tourism (CCT) strategies

Dundee City Council - March 2021