

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

Cult-CreaTE

Interreg Europe



European Union
European Regional
Development Fund

Action Plan for Cork City



Comhairle Cathrach Chorcaí
Cork City Council

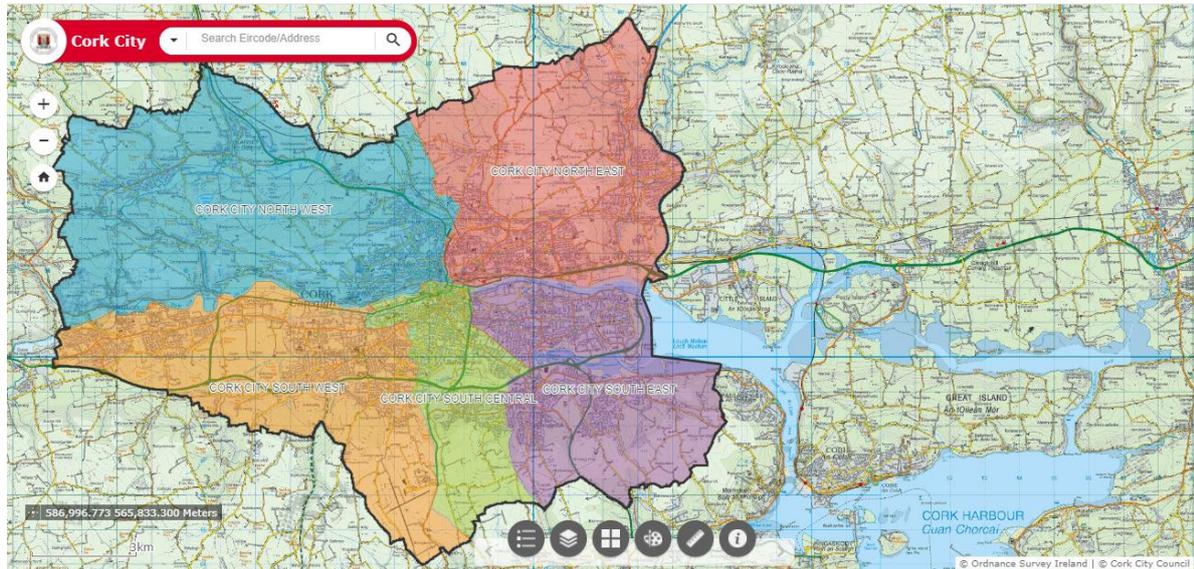


We are Cork.

April 2021

Introduction

Cork City (population 211,000) is Ireland's second largest urban centre. Cork City Council is its local authority, with responsibility for providing a diverse range of public services - relating, *inter alia*, to social inclusion; strengthening our communities; placemaking; social and affordable housing; environmental protection, measuring and monitoring; supporting our arts and cultural offering; public realm; physical planning; economic development; and the delivery of infrastructure projects.



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April 2021

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By building on its forerunner, INTERREG IVC_(2007-2013), Interreg Europe aims to get maximum return from the EUR 359 million financed by the European Regional Development Fund (ERDF) for 2014-2020.

Solutions exist that can help European regions become the best that they can be. Today, the EU's emphasis is very much on paving the way for regions to realise their full potential – by helping them to capitalise on their innate strengths while tapping into opportunities that offer possibilities for economic, social and environmental progress.

To achieve this goal, Interreg Europe offers opportunities for regional and local public authorities across Europe to share ideas and experience on public policy in practice, therefore improving strategies for their citizens and communities.

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Cult-CreaTE Project

The potential of Cultural & Creative Industries (CCIs) in developing 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 partially reinvent itself and attract the new generations. 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.

Main outputs are action plans, 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 Cultural and Creative Industries contribution to Cultural and Creative Tourism in Europe
Interreg Europe



Lead Partner



REGIONE DEL VENETO



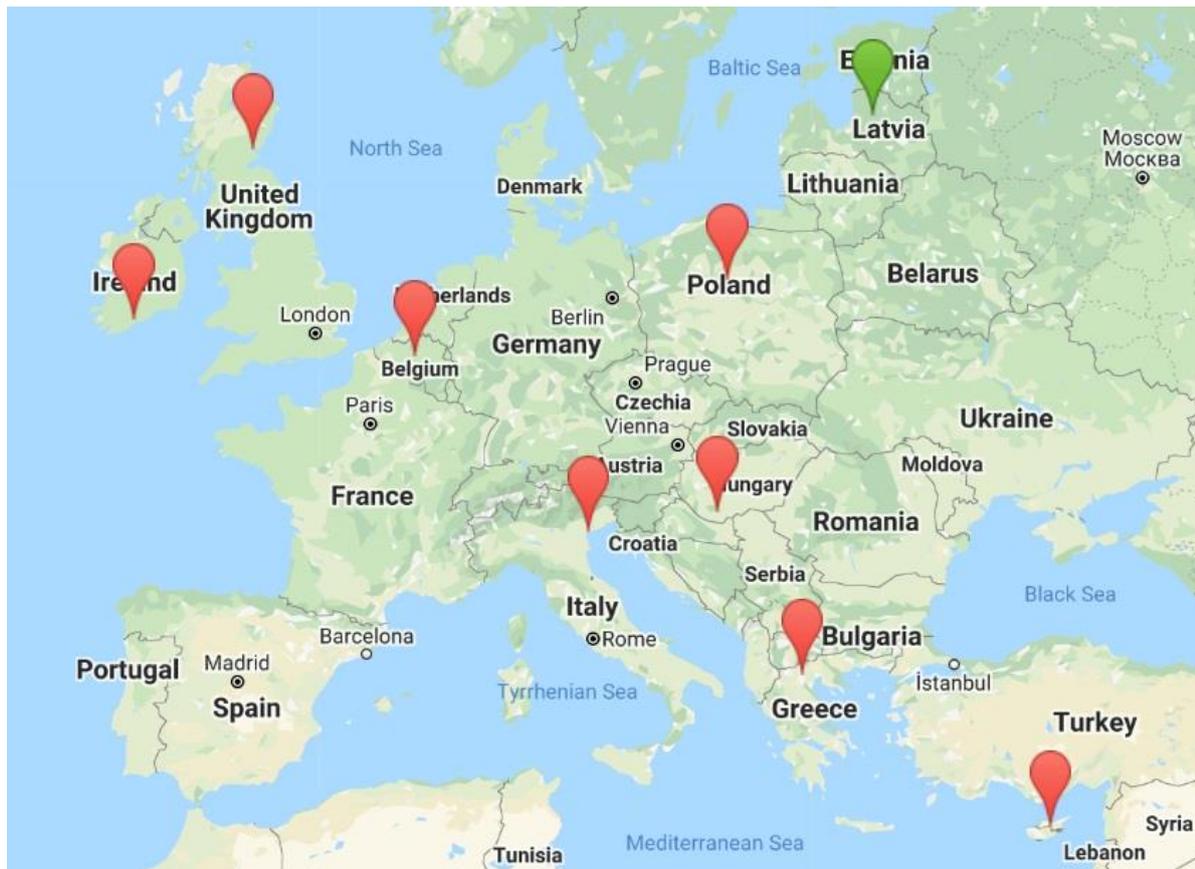
Cork City Council



KUJAWY POMORZE



Advisory Partner



Vidzeme | Veneto | Cork | Pecs-Baranya | Nicosia | Dundee | Kujawsko-Pomorskie | Naoussa | ECTN

Cult-CreaTE deploys Cultural and Creative Industries (CCIs) for the development and promotion of Cultural and Creative Tourism (CCT) strategies, towards enhancing the Competitiveness of SMEs CCIs
www.interregeurope.eu/cult-create

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Foreword

“Cork is a place where culture and creativity have long been recognised among the city’s most important assets. With a proud legacy from 2005, as a European Capital of Culture, we hold these characteristics as being central to what we are about as a city. Our cultural offering is a key attraction in welcoming and embracing those choosing to make this growing city their home, but is equally significant in presenting Cork as an immersive visitor experience with a real sense of the place and its people. This cultural identity plays into the city’s future ambition, with Cork City Council continually working to enhance and improve the cultural experience of both domestic and international visitors as well as our citizens.



‘Culture’ is often thought of as a somewhat intangible concept. Yet for Cork, the elements behind it, from the obvious - our heritage sites, available as living places to experience the city’s past, or our renowned year-round calendar of festivals where the city presents its contemporary cultural face to locals and tourists alike - to more discreet activities and products, are very real. They are shaped, produced and animated - with support from Cork City Council and other agencies – by actors across this sector under the broad definition of Cultural & Creative Industries (CCIs). The most important cohort among these are the small businesses, mainly micro-firms and individuals, who ply their trade across this broad area and contribute to the city’s economic, as well as general, vibrancy.

Cork City Council recognises that these companies embody much of the Cork identity and that their viability is an important component of the city’s social and economic sustainability as well as a driver of innovation. Yet this is a sector with particular traits. Many such enterprises are based, in the first instance, on the labours of love of makers, creators and enthusiasts. They have been especially hard hit by the COVID-19 disruption and, beyond immediate support measures, require assistance in reinforcing their long-term competitiveness and business strategy.

As local authority, we endeavour to provide responsive local enabling policies and support for culture and creativity. We perform a comparable role in relation to tourism development. Accordingly, we believe that developing a greater focus on exploiting tourism opportunities and markets – with an eye to a normalised post-pandemic context - presents a viable option for CCIs to give full consideration to.

Cork has always been an outward-looking city, which, through our proud maritime history, has always been engaged with the wider world. In this spirit, and in an attempt to develop workable synergies between two distinct policy fields, Cork City Council has engaged, with 8 partner organisations from across Europe, in the Interreg Europe Cult-CreaTE project. This is seeking to deploy interregional collaboration as a vehicle to kick-start the promotion and development of opportunities for local CCIs to engage in Cultural and Creative Tourism (CCT). ”

Ellr. Joe Kavanagh P.C.

Councillor Joe Kavanagh, Ardmhéara Chorcaí/Lord Mayor of Cork
30 April 2021

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Cultural and Creative Tourism Stakeholder Group:

- Culture & Creativity Team¹ members, Cork City Council
- Cork Craft & Design
- Ardú street art collective
- Shandon Art Studios
- Benchspace
- Sample Studios
- Design Pop festival
- Visit Cork (Cork Leisure and Business Tourism Agency)
- Pure Cork (destination brand)

¹ A multidisciplinary, inter-departmental team that includes diverse and complementary interests such as arts; tourism; heritage; culture; sustainability; parks; Irish language; architecture; planning and community development.

Executive Summary

Introduction

Cork City Council's involvement in Cult-CreaTE reflects ambitions to explore potential areas of synergy between two distinct and, as yet, insufficiently interrelated policy areas. The project activity seeks to lay the groundwork for the conditions whereby local Cultural & Creative Industries (micro- and small- and medium-sized enterprises) will be both oriented towards and facilitated in exploiting tourism opportunities to boost their competitiveness and prospects for further job creation. The engagement has been undertaken in order to focus minds, internally in policy-making terms and more broadly among Cork's CCI/CCT stakeholders, towards consideration, examination and development of this economic interface.

Its further ambition has been to incorporate inspiration and learning to which Cork has been exposed through the interregional nature of the project into our organisation's strategic thinking – to enrich local policy with fresh perspectives and to inform local actions accordingly. This relates both to knowledge acquired directly via a series of project workshops – on identifying CCIs in a CCT context; on best practices; on product development; and on governance and business models – as well as from bilateral inter-partner exchange plus a general raised awareness of interesting case study approaches to the topic under examination from beyond the project itself. As such, our two actions to be developed during Phase 2 of the project are the product of the marriage of the local context with external influences.

Action 1 is intended to open an entirely new tourism focus in the strategic business thinking of various local CCIs and clusters, towards the development of new, more sustainable, business models by reference to CCT opportunities. This has been inspired by a blend of aspects of good practice in this field from our Hungarian partners Chamber of Commerce and Industry of Pécs-Baranya (CCIPB) along with a further example from Bologna, attached to another Interreg Europe project, RegionArts. Significantly, it also borrows heavily from the COSME programme for SME competitiveness, in the form of identifying highly relevant and, for Cork as a former European Capital of Culture, workable synergies with the *TraCEs – Cultour Is Capital* project as funded under the 'Tourism synergies with cultural and creative industries' (2018).

Action 2 will use the basis of local policy change as brought about by the project during Phase 1 as a catalyst for immediate activity allowing the local CCI sector to more cohesively contribute to the processes required to underpin the long-term realisation of a particular strategic piece of infrastructure with an obvious CCT dividend. This will centre on adapting a good practice from the Nicosia Tourism Board in relation to tying enhanced CCI public profiling, with a tourism component, into urban renewal. Further inspiration has also been drawn from work undertaken by another project partner, Dundee City Council.

CCIs current status, general description and requirements

The European Commission Joint Research Centre's 2019 *Cultural and Creative Cities Monitor*² ranked Cork's cultural and socio-economic vitality 4th overall across cities in the 50,000-250,000 population bracket. This research, which included all European Capitals of Culture and the continent's UNESCO Creative Cities, used quantitative and qualitative data across 29 indicators to evaluate three facets for each of 190 European cities: 1) cultural vibrancy 2) creative economy 3) enabling environment. Cork's strongest suit, earning an impressive second place result, was assessed as being its 'Enabling Environment' – tangible and intangible assets that help to attract creative talent and stimulate cultural engagement. This covers the role of human capital and education, including the international appeal of

local universities (particularly in terms of arts, humanities and ICT) in contributing to cultural dynamism; open-mindedness, tolerance of diversity and trust in facilitating the exchange and implementation of new ideas; local and international connectivity to enable the flow of visitors, talent, ideas and investments; and effective governance, support and regulation. Similarly, ‘Cultural Vibrancy’ – the attractiveness of venues/facilities and participation in cultural activity – was classed in third position.

However, these impressive grades were balanced by a mid-table ranking for ‘Creative Economy’ (44th), suggesting a comparative weakness in terms of how arts, culture and entertainment; media and communication; and creative services such as advertising and fashion are contributing to high-quality employment; translating ideas into job creation; and demonstrating sufficient capacity for innovation.

It is this deficit that the Cult-CreaTE project seeks to begin to draw further policy attention to addressing, specifically by reference to the relatively untapped potential cultural and creative tourism offers in Cork to bolster CCI SME competitiveness.



² The Cultural and Creative Cities Monitor 2019 shows how well 190 European cities in 30 countries perform across 9 cultural policy dimensions and 29 quantitative and qualitative indicators, compared to their peers. Cities have been selected based on their demonstrable engagement in promoting culture and creativity, from about 1,000 cities in Eurostat’s Urban Audit. Therefore, the cities featured in the Monitor are already top performers. <https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/cultural-and-creative-cities-monitor-2019-edition>

Vision and Goals

Cork City Council’s *Corporate Plan [2020-2024]* is the strategic framework that sets the organisation’s high-level goals and objectives over the next five years, to reflect local circumstances, challenges and most importantly the collective vision for Cork City. These include a specific ambition to be “A city promoting culture, heritage, learning, health & wellbeing”. This is understood in terms of delivering actions and impact which include preserving and embracing a rich heritage shaped by our people and history; making our ‘city of welcomes’ a destination of choice to work, live, study in and visit; providing a place where artists are supported to create, develop and realise ideas and where people participate in the creative life of the city; and growing the economic value of our creative industries sector. In parallel, our goal for driving economic and sustainable development aims to build on our strong mix of cultural and commercial offerings, working in association with the private sector, to enhance the vibrancy of the city. This is directly linked to aspirations to develop the attractiveness of the city to tourists.

The Corporate Plan frames all sectoral policy plans. It is within this context that Cult-CreaTE operates locally, in seeking to develop synergies between these two policy areas while being mindful of the gaps that exist between them and the need to address these.

The local policy change as pursued by this project relates to ensuring that recognition of the economic value and potential of CCIs – including by specific reference to CCT development as a means to enhance their competitiveness prospects. This outlook has now been incorporated into the current Cork City

Council [Culture & Creativity Strategy 2018 – 2022](#) and will feature in any subsequent reviews (see Section II, below).

Action Titles / Headings

- 1) *Business development and mentoring programme tailored to transformative tourism for cultural & creative clusters / Governance*
- 2) *Mobilisation of CCIs to explore future development of a City Centre ‘Creativity Hub’, including a ‘pop-up’ festival trial / Structural Change*

Monitoring process

Cork City Council commits to ensure ongoing monitoring of Phase 2 progress on the Action Plan activities and deliverables by reference to both actions’ intended outcomes. Action-specific monitoring arrangements have been devised to that effect. This will be reported locally through regular briefings provided to the city’s Culture & Creativity Team and to other project stakeholders and beneficiaries as part of the established Cultural & Creative Tourism Stakeholder Group as well as on a quarterly basis to the Council’s Strategic Policy Committee for International Affairs & Tourism which brings together relevant elected representatives and sectoral interests across the city. Reporting will also take place at project level for the remaining periods to end November 2022.

Conclusions & Recommendations

An immediate consequence of Cork City Council’s engagement in Cult-CreaTE and the local profile-raising it has given to CCT is the establishment, on a firm policy footing, of an intention to ensure that future actions across the cultural and creative sectors have due regard towards enabling and supporting related tourism development, including the provision of co-created products and experiences. This should serve to enhance the competitiveness prospects of SMEs in these sectors and ultimately create very real possibilities for employment and growth. The actions as set out in this plan – reflecting local CCI/CCT sector priorities – have been co-devised with stakeholders to further the realisation of this objective.



Action Title	Type	Source/ Good Practice transfer	Partner	CCIs involved	CCT Product
<p>1) Business development and mentoring programme tailored to transformative tourism for cultural & creative clusters</p>	Improved Governance	<ul style="list-style-type: none"> • ‘Support by Chamber of Commerce and Industry to CCI SME for CCT development’ • ‘Incredibol’ (RegionArts project) • TraCEs – Cultour Is Capital (COSME programme) 	Chamber of Commerce and Industry of Pécs-Baranya (CCIPB)	<p>To be principally drawn from among the following cultural & creative clusters/collectives:</p> <ul style="list-style-type: none"> • Ardú Contemporary Street Art Project • Benchspace • Cork Craft & Design • Design POP festival • Sample Studios • Shandon Art Studios 	Improved CCI business acumen and orientation towards CCT mindset and opportunities.
<p>2) Mobilisation of CCIs to explore future development of a City Centre ‘Creativity Hub’, including a ‘pop-up’ festival trial</p>	Structural Change	<ul style="list-style-type: none"> • Nicosia Pop-up Festival • Temporary (‘meanwhile’) public uses for vacant city centre retail spaces. 	<ul style="list-style-type: none"> • Nicosia Tourism Board • Dundee City Council 	<ul style="list-style-type: none"> • Benchspace • Cork Craft & Design • Design POP festival • Sample Studios • Shandon Art Studios 	CCI sector ownership of a co-created trial intended to inform the governance processes underpinning the future development of a tailored city centre facility with a CCT component.

Action Plan for Cork

*Produced by each region, the **action plan** is a document providing details on **how** the lessons learnt from the cooperation will be implemented in order to improve the policy instrument tackled within that region. The minimum information to be provided per action includes the way the action is linked to the project, the nature of the activities to be implemented, their timeframe, the stakeholders involved, the costs and funding sources. If the same policy instrument is addressed by several partners, only one action plan is required. The action plan should also include actions that may have already been initiated in phase 1.*



Comhairle Cathrach Chorcaí
Cork City Council



Part I – General information

<u>Project:</u>	Cult-CreaTE
<u>Partner organisation(s):</u>	Cork City Council
<u>Country:</u>	Ireland
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Part II – Policy context

The Action Plan aims to impact:

Investment for Growth and Jobs programme

European Territorial Cooperation programme

- ✓ **Other regional development policy: *Cork City Culture & Creativity Strategy 2018-2022***
(* revised designated Policy Instrument)

Further details on the policy context and the way the action plan should contribute to improve the policy instruments:

It is important to establish that Cork City Council reached a decision to change its designated policy instrument – originally a national-level tourism strategy – upon ascertaining that the latter’s most recent Action Plan (2019-2021) had markedly moved emphasis away from cultural and creative tourism (CCT). This made the prospect of involvement in this project being able to exert any influence on the strategy highly unlikely and necessitated a change of direction. While the regional-level *Growing Tourism in Cork – A Collective Strategy* (2016) had identified the “culturally curious” as a key target audience and made reference to both the requirement to focus on developing experiences which are immersive and allow visitors to get to experience true local life and the requirement to offer distinctive, unmissable experiences which can be experienced in multiple ways, circumstances dictated that it was not possible for this project to bring influence to bear on this document either.

In order to derive practical value from the Cult-CreaTE experience, it was instead determined that a local policy instrument within the organisation’s immediate control would be a more appropriate choice. The advent of COVID-19 and the serious threat this poses to both the future of Cork’s CCI base as well as to its tourism actors, underlined the need for this course of action in addressing an evident policy disconnect between these two very exposed economic sectors. In the context of fostering a sustainable and long-term economic recovery and growth post-pandemic, seeking to provide a boost to local SME competitiveness by maximising opportunities for productive economic synergies via CCT took on a particular significance.

Phase 1 of the project has greatly raised the profile of CCT among stakeholders in Cork. This has particularly been the case among the city’s Culture & Creativity Team – a multidisciplinary group supporting the development of these sectors locally, including by overseeing the [Cork City Culture & Creativity Strategy 2018 – 2022](#), in line with the [Creative Ireland](#) culture and wellbeing programme to inspire and transform people, places and communities through creativity. For Cork City Council, the most realistic means to progress the aims of aligning CCIs with the exploitation of CCT opportunity was identified in the shape of this strategy.

This was in large part due to how the strategy’s custodians reacted to the project’s channelling of information and knowledge on the topic with a recognition that the local partnership approach and focus on creating opportunities to unlock creative potential – the cornerstone objective of the *Creative Ireland* policy – overlooks the importance, or potential, of the relationship between cultural and creative actors and tourism. This perspective has further been identified as somewhat echoing the city’s *Tourism Statement of Strategy and Work Programme 2017-2022* which, despite setting out a series of actions to promote Cork as a centre of excellence for arts, culture and leisure facilities as well as creative industries, underplays the parallel opportunities offered by CCT.

Accordingly, to rectify this oversight, the *Culture & Creativity Strategy* is the designated Policy

Instrument which Cork City's involvement in Cult-CreaTE has been refocussed to influence. The required policy change has been achieved during Phase 1 by means of the negotiation and acceptance of a formal Addendum to the strategy (September 2020). This text recognises, *inter alia* and with more prominence than had been the case, that CCI sectors, as a key economic and societal asset, contributing to shaping the city's identity and diversity, are well equipped to adapt to new forms of entrepreneurship, becoming (in reference to the European Commission's legislative proposal establishing the Creative Europe programme (2021 to 2027)) "*a decisive component of almost every product and service*" based on "*the emergence of progressively complex, creative and intertwined business models*".

"Thus the purpose of this Addendum is to ensure that the value and potential of CCIs are incorporated into the current Strategy for Culture and Creativity across Cork and importantly that any future review – cross-departmental or otherwise – pays due regard to the potential for economic impact across the CCI sector in the future and recognise it as a strategic priority under future statements and policies."

Furthermore, the newly incorporated wording draws the missing local policy link to tourism, via Cult-CreaTE specifically, which it credits with bringing about "*a growing awareness of the range of co-creation, innovation and employment opportunities on offer across the cultural and creative industry sectors in Cork, with strong potential for these opportunities to drive Cork's reputation as a cultural and creative tourism destination into the future.*" In particular, the project is recognised as casting a new spotlight on the exploration of "*the potential for economic growth and impact through experiential co-creation in the cultural and creative industry sectors by actively involving the tourist in cultural and creative tourism (CCT) experiences.*" The strategy chooses to define the niche of 'creative tourism' as "*a new generation of cultural tourism, creating new employment opportunities and attracting new and/or additional investment while promoting SME competitiveness.*"

It is in line with this Addendum, and in broader support of a new strategic emphasis on competitiveness and job creation across the CCI and CCT sectors that this will facilitate, that the actions set out in this plan – in particular the longer-term Structural Change Action 2 (*Mobilisation of CCIs to explore future development of a City Centre 'Creativity Hub', including a 'pop-up' festival*), which is given direct impetus by this policy change – will be expected to deliver. In doing so, the effects of this influence need to be appreciated in terms of the broader local policy context, by reference to emerging instruments such as the *Cork City Revitalisation Action Plan 2021-2025*, the *Cork City Development Plan 2022-2028* and the future *Arts & Culture Strategy 2021-2025* (see Action 2).

The *Culture & Creativity Strategy* is itself implemented through the allocation of funds to initiatives that meet its priorities, including those as stated in the Addendum. As a barometer of the immediate impact of the policy change, since its adoption, a fresh focus on the creative economy has resulted in 20% of all local funding under the strategy's 2021 allocation being invested in initiatives that provide experiential cultural and creative tourism offerings. These include:

- Year 2 of the Ardú Street Art Festival, with five new commissions.
- A Digital Sculpture Biennale led by the National Sculpture Factory: newly commissioned digital sculptures sighted virtually in the public realm throughout the city will be accessible via personal devices (smartphones etc.) using augmented reality technologies.

Both of these initiatives will contribute substantially to unique, co-created, visitor experiences courtesy of the Addendum to the policy instrument having enabled Cork City Council's support of this objective.

Part III – Details of the actions envisaged

ACTION 1: Business development and mentoring programme on cultural & creative tourism for clusters and enterprises.	
<p>1. Relevance to the project</p>	<p>As highlighted by our Hungarian partners the Chamber of Commerce and Industry of Pécs-Baranya (CCIPB), in their advisory services Good Practice ‘Support by Chamber of Commerce and Industry to CCI SME for CCT development’ “CCIs are typically not multi-skilling. Most of them are craftsmen, who are good at creating creative products, but they don’t know how to sell them, develop business, find connection points with other SMEs etc.” This is a very relatable issue hampering competitiveness prospects across SMEs in the Creative and Cultural sectors. Engaging in this tailored programme has also been recognised as enhancing relationships between stakeholders (“customers, suppliers, agencies, investors and media”) and bringing about “new partnerships, innovative ways of development.”</p> <p>Cork’s take on this will aim to build on the logic of the Pécs model by applying it more generally – including at multiple cluster levels – to widen impact. Crucially, in the spirit of the project’s objectives, a focussed tourism element will also be incorporated to address an underexploited area of typical CCI focus - developing the product /service for the visitor with a focus on co-creation and experiential outcomes, thereby delivering on a core Cult-CreaTE objective.</p> <p>Further inspiration, brought to our attention through the project, has been derived from the Municipality of Bologna’s CREADIS3 project Good Practice ‘Incredibol!’(“Bologna’s Creative Innovation”). This is similarly committed to enhancing the entrepreneurial dimension and business mindset of CCIs, in this case via a network of public and private partners supporting and stimulating sector growth through specific actions and tools. It has established a tested support path with a particular focus on retaining, attracting and supporting creative professionals during the start-up phase. The practice, has been validated, and already transferred to another context, is notably well-resourced and is thought to present Cork with something to aspire to in the longer-term while more immediately taking note of its overall intent.</p> <p>More generally, the presentations and discussions at the project’s Workshops A (‘CCIs contribution to CCT’: Padova, May 2019) and B (‘Best Practices’: Nicosia, November 2019) left three distinct messages which particularly resonated for Cork in terms of the development of CCT:</p> <ul style="list-style-type: none"> ● That CCIs have real potential as a driving force for the local economy in promoting its particular features and characteristics, including to visitors; ● That there is an increasing tendency of tourists to look for new

	<p>and alternative products/services and forms of tourism with a creative character and involving more active participation, resulting in an increase in the (potential) appeal of CCIs; but,</p> <ul style="list-style-type: none"> • That further action is needed to strengthen the CCI sector through integrated approaches (strategies and guidelines) to CCT development – and that this requires that CCIs should be recognised both as SMEs and as a potential part of the tourism value chain, by being adequately catered for in terms of entrepreneurship support schemes focussed towards delivering CCT products and services. <p>Workshop B also emphasised a shared view among partners that CCIs’ viability required reinforcing, including through provision of sustainable business development capacities and skills. As an extension of this, it was generally accepted that new cultural tourism product development would do well to focus on a mixture of creative experiences and visitor co-creation.</p> <p>Finally, the project collaboration and investigation of its themes has introduced Cork to related projects funded by other EU programmes. As a former European Capital of Culture ourselves we have been particularly struck by TraCEs – Cultour Is Capital – funded under the COSME SME competitiveness programme’s 2018 call for ‘Tourism synergies with cultural and creative industries’. We will seek to further synergies with its concept of ‘transformative tourism’ to lay the foundations for a cultural and sustainable tourism model that pivots around heritage, creativity and authentic local ways of living, to shape an innovative thematic tourist product.</p>
<p>2. Nature of the action</p>	<p>The reasoning behind this action is based on the logic that while CCIs are, by definition, skilled at creating products and experiences, they are not necessarily strong in areas such as business development or marketing and sales and may need assistance and advice in certain areas. Very often comprised of micro-enterprises, or indeed, individual makers and creators – who are seeking to make a living from doing what they are good at – the creative sector is also primarily motivated by passion and talent and requires a tailored approach to ensure the development of sustainable enterprises which remain true to their ethos and minimise the conflict between head and heart needs. These are very relatable issues hampering economic prospects across the cultural and creative sectors. This type of fragmentation and need for enhanced business acumen capacity undermines the competitiveness of CCIs and their ability to take their rightful collective place as a significant economic driver.</p> <p>Analysis by the local Cult-CreaTE project team has identified that, although there is some general applicability, the current SME training programme offering in Cork provides an insufficient focus on meeting the specific needs of the cultural and creative sector. Mainly due to the fact that CCIs’ primary motivations are creativity and passion, turning this into a successful sustainable enterprise requires</p>

development of a mindset and business model where commercial needs are sitting alongside these values to reconcile the age-old battle between head and heart. A holistic approach which is both sensitive to these drivers and rooted in commercial reality would represent a fresh angle in helping CCIs to balance becoming more competitive with being able to continue to fulfil their ambition to be creative and artistically successful.

Therefore, as an output of the project, Cork City Council, through the city's Local Enterprise Office (LEO), will address this gap by developing and delivering a tailor-made support programme. Addressing these typical challenges (as exacerbated by the pandemic disruption) **while also opening up tourism specifically as a vehicle to bolster the competitiveness of CCIs** (including representative cluster organisations) with potential and ambitions in this direction, this will in turn contribute to realising the terms of the Addendum to the *Culture & Creativity Strategy 2018–2022*.

The **increasing tendency in tourism towards new and alternative forms of activity involving more emphasis on active participation as part of the experience** is something that has previously been reflected in the regional-level *Growing Tourism in Cork – A Collective Strategy*, which identified the “culturally curious” as a target audience and made reference to both the requirement to focus on developing experiences which are immersive and allow visitors to get to experience true local life and the requirement to offer distinctive, unmissable experiences which can be experienced in multiple ways.

This is an area that is ripe for exploitation by CCIs in particular as it can present a good fit with the typical emphasis within their core values on matters such as local identity, placemaking and heritage – all of which are also very significant assets for tourism, including by reference to the development of **authentic “co-creation” and experiential products and services for visitors and locals alike**.

This support programme will therefore seek to explore synergies with and apply the concept of **‘transformative tourism’** – a new paradigm based on providing visitors with **a more integrated and meaningful interaction with local culture, heritage, art, creativity and the community** – reinforcing the concept of ‘temporary citizens’ rather than holidaymakers. This will lay the foundations for the development of a cultural and sustainable tourism model that pivots around these factors and local ways of living, as reflected by CCIs, and using local resources to shape an innovative thematic tourist product.

*“Social sensitivities influence how citizens relate to the environment, also when they travel. The **21st-century travellers** take concerns for sustainability and cultural diversity in the suitcase when they go on a journey. Their will is to become temporary citizens of the regions they visit, not just tourists. Transformative tourism responds to these concerns*

with a new way of traveling and mingling with destinations. More open, more engaging, more meaningful.

*Transformative tourism poses the tourist experience as a meeting point between the visitor and the visited so that their interaction results in a **positive impact on the world**. Visitors leave their comfort zone and adapt to local life as volunteers, learners, collaborators or participants of cultural activities or events. **Integration** into the community appears as an added value to the tourism experience, which thus becomes a **vital experience**.”*

[TRACES - Cultour Is Capital project:

<http://www.cultouriscapital.eu/transformative-tourism/>]

Developing an innovative and tailored support programme to enable participating CCIs in Cork to tap into this area of potential will accordingly increase business acumen and skills capacity and contribute to the local economy recovery post-COVID by building a sustainable forward-thinking business model suitable to CCIs and sensitive to their values and needs.

While being open to individual artists and makers, in order to enhance the extent of its sectoral impact, the support programme will particularly target the participation of local collaborative CCI arrangements: helping to develop their capacities and skills as collective entities in terms of the development of tourism products and services. Having already served as project stakeholders, several Cork-based creative clusters among and between whom additional synergies could be developed – Cork Craft & Design, Benchspace, Shandon Arts Studios, Ardú, Sample Studios – have been identified as particularly benefitting from a programme as outlined on the basis of having tourism potential, with a focus on co-creation and experiential activity, at their core.

Objectives for the programme will include:

- 1) Develop a new business model aligned with CCT values and needs and seek to further the concept of ‘transformative tourism’ in Cork by engaging locals, artists and visitors in co-creative activity and providing a more integrated experience of local culture, heritage and art.
- 2) Develop innovative products or services, informed by transformative tourism, which will create new opportunities for CCIs to better integrate into the business and community by means of having a higher visibility among locals as well as tourists and thereby contribute to the overall vitality, fabric and unique identity of Cork City.
- 3) Develop the business acumen of the clusters/businesses to assist them to become more business-minded and re-adjust their perspective and mindset.
- 4) Use the success of CCIs in accordance with this model, in being seen as a growing economic contributor, no different to other sectors, as a means to change society’s ingrained concept of the

struggling artist, including as demonstrated in the attitude of funding agencies where CCIs are often seen as being somewhat lacking in commercial ambition or potential.

- 5) Increase competitiveness and future sustainability of participating CCIs.
- 6) Contribute to inspirational CCIs and their use of tourism serving as a platform to reflect and showcase a renewed pride in the city and what it has to offer. The Ardú Street Art Festival (see above) arose in response to the pandemic and is a good example of this. The next step is to create the conditions for this type of activity to flourish organically without the catalyst of COVID, while imagining new possibilities and leveraging the Cult-CreaTE Project objectives as the stimulus.
- 7) Use the resulting skills development and increased visibility of CCIs in the community and business landscape to open up new possibilities for revenue streams which will minimise the traditional negative impact associated with CCT of over reliance on seasonal revenue.
- 8) Use the programme outcomes and benefits to further expand on Cork City Council's investment over recent years in multiple community festivals (e.g. Midsummer, Design Pop, Ardú Street Art).

It is envisaged that this will be an in-depth programme spanning a period of 4 - 6 months, to be delivered over a time-frame to be agreed with the Local Enterprise Office.

The programme will be led and managed (including monitoring and reporting systems developed to ensure the objectives are being met as it progresses) by an individual who is experienced in working with CCIs and who has the capability to identify and form a strong team of multi-disciplined trainers (i.e. with expertise covering an appropriate mix of topics such as Digital, Finance, Strategy etc.) who, similarly, are already engaged with CCIs and are sensitive to their needs which may differ from those of other sectors. This may or may not involve an organisation already active in the training industry.

This will require:

- Strong management (lead trainer)
- Dynamic and committed expert trainers / team
- Commitment to the goal of developing and delivering a top class programme

It is essential that the programme will be custom designed with a holistic approach balancing commercial and creativity focuses and that, collectively, content is created which is specific to individual modules yet designed so that the flow and connections between them is seamless.

The programme design will include:

- **Group training sessions** on predetermined topics (see below)

attended by the designated team members of participating clusters or businesses.

- **E-course** with supporting content, templates and relevant podcasts or articles. This is a very important element as not all team members of a business or cluster will be attending the sessions and the E-course will help to disseminate knowledge among cluster members, ensuring that it is not restricted to one or two CCIs only.
- **Individual cluster mentor sessions** to identify their specific needs and goals in order to help them maximise the benefit of the programme. Attendance of group mentoring from members outside of the session attendees will determine the success of the programme and the long-term benefit on each cluster.

Businesses/clusters taking part in the programme will be decided upon by a LEO application process.

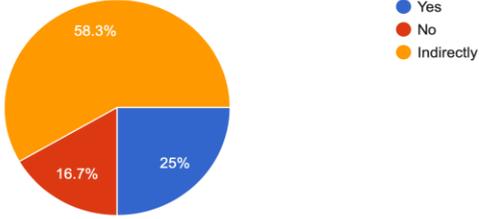
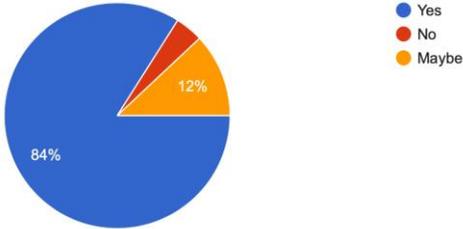
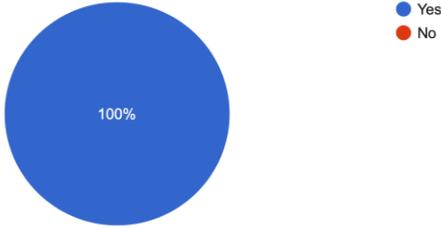
Successful applicants will need to be able to demonstrate their commitment to the programme including dedicating adequate resources of time and potentially finances into the development of their cluster/ business development in line with the programme objectives. The expectations from successful applicants will be outlined and agreed in advance of starting the programme.

Protocol requires a procurement process to be undertaken in determining which private sector business training provider will deliver the course and the final design and cost of the programme.

Programme Module Topics (reflecting stakeholder demand) will include:

- 1) Developing a new vision for each cluster/business.
- 2) Creation of a CCT business model tailored to CCIs and aligned with their values and motivation.
- 3) Clarification of roles and responsibilities of individuals involved in the cluster/business and development of the organisational management structure.
- 4) Identifying values, voice and purpose of the cluster/business.
- 5) Researching market opportunities and identifying innovative opportunities, specifically in relation to tourism and including local and domestic consumers.
- 6) In depth customer identification to ensure products/services and online content is engaging, on message and translating into improved sales.
- 7) Developing a commercial mindset to develop a sustainable business, whilst being mindful of the motivation of culture and creativity being core to the business.
- 8) Development of a strategic approach and road map for the individual organisations.
- 9) Development of the cluster's/business' brand/identity.
- 10) Online development.
- 11) Pricing.

	<p>12) Managing money and cash flow.</p> <p>Outcomes:</p> <ol style="list-style-type: none"> 1) Improved business competitiveness / sustainability. 2) Revised Business models and legal structures where relevant. 3) Development of a strategic approach and road map for the individual organisations. 4) Peer learning, ideas development, networking and developing relationships for collaboration and promotion. 5) New product and service development. 6) Pricing, cash flow and managing budgets. 7) Brand Development 8) Creating an aligned experience – developing aligned content true to values of the clusters/businesses and meeting customer/users’ needs and expectations. 9) Strengthening visibility of participating groups online and offline – which will increase engagement for the community and temporary citizens (the new visitor). 10) Employment retention and growth. 11) Future-proofing the clusters through development of transformative tourism strategies. 12) Creation of an actionable CCT plan for participating CCIs. 13) Co-creating a new paradigm for how CCI clusters develop competitiveness true to their nature and economic contribution. 14) Impact the city and create an indelible mark representative of their generation and the times we live in and aligned with transformative tourism.
<p>3. Stakeholders involved</p>	<p>Local Enterprise Office, Cork City Council.</p> <p>While individual artists or makers yet to be identified may apply, participants will principally be drawn from the following set of creative clusters/collectives: Cork Craft & Design, Benchspace, Sample Studios. Shandon Arts Studios, Ardú. Involvement will be determined at the programme application stage.</p> <p>These and other CCIs have been extensively consulted during Phase 1 of the project. In particular, an online Stakeholders’ Meeting on 5 March 2021 explored options for developing enhanced support measures by which small businesses active in the cultural and creative spheres could seek to increase their competitiveness post-COVID through tourism opportunities as a diversified revenue stream. As a follow-up, structured feedback was sought from attendees. A series of questions were asked to determine the appetite and expectations of CCIs in relation to a tailored programme focused on development of innovative tourism-based products or services and the specific needs of CCIs. The results were overwhelmingly positive as can be seen from a snapshot below of some of the results.</p>

	<p>Are you already actively targeting tourism? 24 responses</p>  <p>Are you interested in developing your tourism potential? 25 responses</p>  <p>Do you agree there is a need for a tailored business support programme for local CCI's? 25 responses</p> 
<p>4. Timeframe</p>	<p>Q2 2021 - Q4 2022 (Programme delivery within a 4-6 month window from Q3 2021 – Q1 2022)</p>
<p>5. Costs</p>	<p>A budgetary allocation of €20,000 has been provided to allow for:</p> <ul style="list-style-type: none"> ● Programme design ● Project Management, coordination, reporting, liaison with LEO ● Design and delivery of Modules by a team of expert trainers ● E-course design & development (content from sessions, templates, podcasts, videos. ● Group Mentoring of individual clusters or businesses.
<p>6. Funding sources</p>	<p>A funding commitment has been provided by the Local Enterprise Office (LEO) for Cork City which promotes and supports entrepreneurship and business idea development among start-ups and existing microenterprises and SMEs. This will be complemented by an allocation for creativity and tourism purposes from the City's</p>

Council's **Economic Development Fund (EDF)** which ring-fences 1% of commercial rates in support of focussed enterprise and job creation initiatives.

Although the Policy Instrument as targeted for improvement by Cult-CreaTE has been influenced to financially support certain CCT-focused activity among CCIs (including potential participants in this business development and mentoring programme), its scope is not applicable as a funding source in regards to progressing an action of this nature.



ACTION 2: Mobilisation of CCIs to explore future development of a City Centre ‘Creativity Hub’, including a ‘pop-up’ festival trial	
<p>1. Relevance to the project</p>	<p>This action emerges as a direct response to the project’s successful influencing of the designated Policy Instrument, the <i>Cork City Culture & Creativity Strategy 2018-2022</i>, during Phase 1. This has ensured that the value and potential of CCIs, particularly in terms of CCT development, will henceforth be properly incorporated as considerations within the Strategy’s remit, particularly as a result of “a growing awareness of the range of co-creation, innovation and employment opportunities on offer across the cultural and creative industry sectors in Cork, with strong potential for these opportunities to drive Cork’s reputation as a cultural and creative tourism destination into the future”(see Section II, above). It will accordingly be used as a basis to put this commitment into practice in a manner that is of direct relevance to the support of and facilitation of CCIs and the CCT sector in the city by enhancing key aspects of governance and advocacy arrangements as well as business models.</p> <p>Thematically, the action takes its primary inspiration from the example of the best practice established in the Nicosia Pop-up Festival where CCIs’ power to stimulate change for social and economic development and urban revitalization has been deployed annually on a temporary basis by NiMAC (Nicosia Municipal Arts Centre) by the renewal of derelict urban space while attracting tourism. Until being introduced to this practice (Workshop B on ‘Best Practice Identification’: Nicosia, November 2019) Cork’s sense of the project potential had not stretched beyond direct CCI/CCT competitiveness concerns to encompass deploying this sector in terms of sustainable urban development purposes. As an element for repurposing the character of the city centre in a post-COVID context, the Cypriot example has served to provide a valuable extra concrete perspective to what impact the project could deliver locally in Cork.</p> <p>Additionally, another partner’s (Dundee City Council) use of creativity as a tool in enhancing both urban vibrancy and tourism as well as their approaches to the management of sectoral stakeholders (including through the Creative Dundee agency) has served as inspiration. Of particular interest has been their development of plans to work with the creative sector, the local community and property owners to develop temporary (‘meanwhile’) public uses for vacant city centre retail spaces as part of the City Centre Strategic Investment Plan and tied into the UNESCO City of Design status. Dundee’s approach was showcased first-hand to the local CCI community in Cork as part of a Stakeholder Meeting on 31 March 2021.</p>

<p>2. Nature of the action</p>	<p>Cork’s action will build upon the local policy change commitment as already achieved – using this as the (‘structural change’) basis by which relevant identified CCI/CCT interests will be mobilised in an unprecedented manner to actively contribute towards advancing the processes associated with the future development of a dedicated city centre ‘Creativity Hub’ facility which would additionally serve as an asset for cultural and creative tourism.</p> <p>The action has been devised as a means to examine how a more focussed leveraging of CCIs, in collaboration with the city’s Culture & Creativity Team, can enhance the collective and visible commercial presence of the sector – including with tourism development in mind. In addition, it will serve to further inform approaches to urban revitalisation while also bringing a greater focus on culture as a factor in city centre attractiveness post-COVID.</p> <p>However, in Cork, rather than being restricted to the temporary measure of a seasonal ‘festival’ – although a trial of that element will be incorporated as the centre-piece of the action – the issue will also be approached in a structural sense. This will involve forging necessary synergies with local economic development and planning policy as well as allowing for enhanced governance and monitoring arrangements to be put in place. This will provide the stepping stones in the longer-term process required to bring about something of more permanent benefit to CCI and CCT interests.</p> <p>Within the lifetime of the project, the intended output of the action will be to facilitate the necessary steps, incorporating structured CCI input, towards this eventual end goal. This will require efforts to collectively inform and engage with a series of different local processes in making the case for and informing the planning of a suitable and multifunctional facility and working towards its delivery on a phased basis over the coming years.</p> <p>As a significant future capital investment, this would offer a permanent, purpose-built and appropriately atmospheric premises in which to display and market a quality range of local CCI products and services of interest to locals and tourists alike. This offering would be presented in a commercially visible and accessible (without entrance fee) location which provides a high standard of experience for the visitor and potential customer and reflect positively on the city. This would ultimately respond to what the project to date has confirmed as a recognised pent-up infrastructural demand among cultural and creative stakeholders (see section 3, below).</p> <p>If ultimately progressed to delivery, this achievement would represent not only a significant milestone for these sectors but would also the realisation of a strategic ambition as part of the development of the future vision for the city. In addition, it would serve as a real legacy for Cult-CreaTE in allowing as many of the necessary building blocks as possible for this to be put in place during Phase 2 of the</p>
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project.

The structure of the action will consist of two interlinked elements:

1. Governance arrangements

Already during Phase 1, the project has been successful in influencing local policy. This has raised awareness of the potential of cultural and creative tourism and broken new ground in channelling some culture and creativity funding allocations towards some individual tourism-related initiatives, indicating the scope to further develop this sector in Cork. This backstory will now need to be built upon by ensuring that the delivery of the action as outlined is collectively owned by the CCI/CCT sector themselves to the greatest possible extent.

This engagement will operate on a co-creation basis, working through the appropriate channel of the project's established Cultural & Creative Tourism Stakeholder Group – deploying the policy change as a timely tool to promote the development of the hub concept in a more structured fashion than has ever previously been possible by influencing longer-term local economic development and planning, as well as cultural, policy.

A key task in implementing the action will be to engage with the public consultation process to advocate for a specific inclusion for this long-term aim as a priority in the emerging **Cork City Revitalisation Action Plan 2021-2025** to address city centre land use and economics. This will be by specific reference to that plan's theme of 'attractions and activities' and the role that culture and heritage can play in increasing footfall and in enhancing the vibrancy of relevant sites. This work will take place during Q2-Q3 2021.

This process will be further progressed by the next step of working towards the inclusion of the concept of the Creative Hub as a firm policy objective within the next **Cork City Development Plan 2022-2028** (Q2-4, 2021). Borrowing from the Nicosia example, this proposed facility would ultimately form part of the enhancement and regeneration of a selected historic city centre location, by contributing to higher-level policy goals of reducing vacancy and dereliction of key sites and buildings; enhancing public and traditional heritage assets through public realm improvement; and facilitating the potential attraction of private sector investment to the neighbourhood in question.

This will also tie in with the wider exploratory process of reviewing the city's arts & cultural infrastructure needs and priorities in parallel to the development of the city's **Arts & Culture Strategy 2021 - 2025**.

Supported by the learnings as will emerge in a piloting of the Nicosia approach (see below), this process should further enhance the case

for a policy objective for the development of the facility.

2. A ‘Pop-up festival’

The (parallel) second element will move beyond, yet significantly inform the strategic planning context through concrete activity on the ground. Although delivery of a permanent facility of the scale envisaged is not a realistic objective within the lifetime of the Cult-CreaTE project, a trial measure will be put in place to provide an immediate and discernible sense of the bigger picture logic underpinning this ambition.

Relevant transferable aspects of the Nicosia approach will be replicated or adapted locally in order to facilitate temporary arrangements for the city centre exhibition of the wealth of Cork-based cultural and artistic offerings. This will take the form of a pop-up festival which is envisaged to take place in a series of showcase locations. The associated programmed animation will draw profile towards the concept of ultimately providing a tailored central space for CCI use including by reference to tourism; actively evaluate aspects of its operation; and, crucially, serve as a basis to examine, and possibly inspire confidence in, its viability as a longer-term ambition.

In the spirit of co-design and capacity-building for the cultural and creative sector, and reflecting an established model as applied to local festivals, the precise concept and shape of the trial will be very much stakeholder-led. This will draw heavily on input from the various cultural and creative clusters who have already been involved in the project locally and have demonstrated an appetite for this action (see below) – including for the prospect of being able to avail of a workplace which can double as an attraction for tourists as well as for locals. The emphasis on multiple clusters will further serve to bring disparate CCI interests together as a sector towards the coherent design of a collective proposal whose purpose will serve to bolster the city centre’s overall vibrancy and appeal. It will also offer efficiency benefits in terms of reaching and involving greater numbers of creative actors.

This process will be managed and enabled by Cork City Council, including via a commitment to the organisation of further formal Stakeholder Meetings to shape and inform the delivery of the event. Once set out and agreed upon in an appropriate outline that corresponds with the Cult-CreaTE objectives as well as the city’s needs, a festival in an appropriate and realistic format will be facilitated. This will provide additional support such as venue identification, liaison with property owners, various logistics (including COVID-related), promotion and resourcing considerations.

While the Nicosia approach used the festival as a counter-seasonality

measure for tourism, in Cork it will primarily take on a post-lockdown recovery character. Indeed, its form and scheduling will be unavoidably influenced by COVID-related restrictions, with the intention of being able to hold the festival in Autumn 2021, though this may need to be postponed to Spring 2022 with any such delay being put to constructive use in terms of building further momentum and purposeful synergies to the benefit of the action as a whole.

As its basis, the action will adapt aspects of the pop-up model as deployed in Cork for the 2019 [Design POP](#) festival celebration of creativity, collaboration and emerging talent in design and food (as showcased at the February 2021 Cork project workshop). It will also seek to use the lever of city centre visibility to bring an additional tourism perspective to the next iteration of the annual [Cork Craft Month](#) (an Interreg Europe Good Practice).

Potential features will draw on activity undertaken as part of efforts to reinforce Cork's vibrancy during late 2020, e.g. as part of the [GLOW Christmas Celebration](#) where a series of disused city centre shop fronts were creatively reimagined as an artistic window display trail (animated pantomime theatre set installations). Building on this concept is currently being actively considered in working towards developing vacant premises in the city's main thoroughfare (Patrick Street) as temporary exhibition spaces for the June 2021 [Midsummer Festival](#) – providing a potential precedent for the roll-out of this action thereafter.

Additional and more dynamic purposes that will be considered for the trial include providing visually accessible studio areas for arts and crafts producers and creative makers' spaces that could potentially be activated for co-creation activities. To reflect the pandemic situation, the festival activities will take place both indoors (vacant premises serving as venues for demonstration etc.) and at outdoors sites within the public realm, with an emphasis on derelict locations, in order to safely allow for more engagement and interaction with the public.

The core location of the festival will also provide a focal point (including an information desk) for the range of activity associated with the event, just as an eventual Creativity Hub would offer a headquarters and shared box-office for the city's many festivals – a key contributor to Cork's creative and cultural tourism offering.

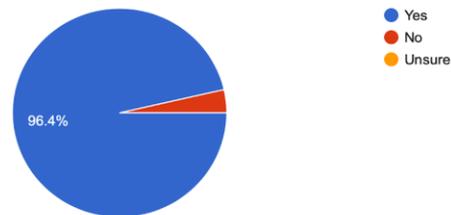
In this way, the action will allow for a thorough testing of the potential future design of, as well as the demand for, a multi-functional facility that can support CCI innovation whilst delivering a focus for CCT services that are authentically linked with the working cultural pulse of the city.

3. Stakeholders involved

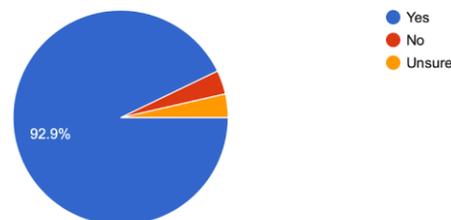
The relevant stakeholders in the city, along with various interests within the City Council (including the Planning Section, City Centre Coordinator, Arts Officer, Tourism Officer, Economic Development and Local Enterprise Office) will include representatives from key CCI clusters/collectives such as, but not limited to, Cork Craft & Design, Benchspace, Shandon Arts Studio, Sample Studios, Ardú as well as the many festivals that animate the city year-round, including Design POP.

Subsequent to a local Stakeholder Meeting on 31 March 2021, a survey of CCI attendees demonstrated notable enthusiasm for both a pop-up event and a long-term plan for a facility/workspace dedicated to CCIs which would serve tourism interests amongst others. The key feedback is illustrated below:

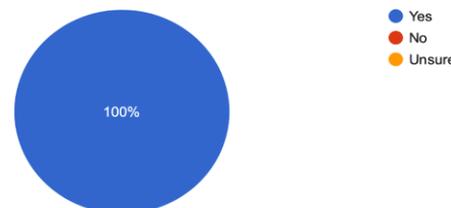
Do you see potential for the development of a greater focus on “experiential” or “co-created” cultural/creative activities as part of efforts to enhance the city’s attractiveness, including to tourists?
28 responses



Would you like to see a trial or pilot approach to correspond with these objectives carried out in a city centre location this August?
28 responses



Long-term, do you believe there is a need for a dedicated city centre facility to correspond with these objectives?
28 responses



<p>4. Timeframe</p>	<p>Q2 2021 – Q3 2022 (scheduling of the event itself will be influenced by COVID restrictions).</p>
<p>5. Costs</p>	<p>A budgetary allocation of €10,000 will be provided to cover costs such as insurance, promotion and venue rental. The action’s purpose is to serve to strengthen the business case for the subsequent development of a facility involving significant investment costs whose future realisation would be subject to key national or local funding being made available.</p>
<p>6. Funding sources</p>	<p>Any costs for the action itself will be borne by Cork City Council under a combination of the City Centre Placemaking Fund, which can fund proposals from community and business groups for unique events to enhance the local and visitor experience, and the Economic Development Fund (EDF) which ring-fences 1% of commercial rates in support of focussed enterprise and job creation initiatives. These allocations will align with the ‘Reimagining Cork City’ programme which is seeking to accelerate the delivery of a comprehensive range of initiatives to support the socio-economic recovery and sustainable transformation of the city towards a vibrant post-COVID future for its communities and businesses.</p> <p>It is important to note – particularly in the context of responding to the evolving challenges of the pandemic and the demand these have placed on public financing – that this is a pragmatic resourcing approach which does not follow a linear or ring-fenced plan-to-fund model but instead relies on matching policy objectives to available sources of financing. Although the Policy Instrument as targeted for improvement by Cult-CreaTE has been influenced to support certain CCT-focussed activity among CCIs, its scope is not applicable as a funding source in regard to progressing this specific action (nor, longer-term, is it focussed on capital investment).</p>



Monitoring Procedures in Phase 2

Cork City Council commits to ensure ongoing monitoring of Phase 2 progress on the Action Plan activities and deliverables by reference to both actions' intended outcomes. This will be reported locally through regular briefings provided to the city's Culture & Creativity Team and to other project stakeholders and beneficiaries as part of the Cultural & Creative Tourism Stakeholder Group as well as on a quarterly basis to the Council's Strategic Policy Committee for International Affairs & Tourism which brings together relevant elected representatives and sectoral interests across the city. Reporting will also take place at project level for the remaining periods to end November 2022.

Action-specific monitoring arrangements:

Action 1:

- CCIs invited to take part in the business development and mentoring programme will complete a detailed questionnaire in advance of participating. The purpose of this will be to capture baseline data on the status of the organisation/ business at that time. It will include metrics on employee numbers and turnover, which will also be analysed into the various income streams of the CCI. Other data will include identifying challenges being experienced by the CCIs, markets being serviced etc.
- During the early stages of the programme, participating CCIS/groups will be asked to set sales targets/goals for increase in revenue in relation to tourism/ online sales etc. These should be set with the intention of leading to relevant further actions in relation to development of products / services etc.. This will act as a measurement tool to compare against actual achieved results.
- At the end of the programme a detailed evaluation of the benefits of the programme will be completed by participants including any changes since the programme commencement. Information will be collected on what has been achieved in the various clusters. Some elements of this will be more measurable than others.
- **Measurable changes related to the following will be monitored:**
 - turnover
 - revenue stream developments and increases e.g. online sales, tourism-based revenue
 - new product or services developed
 - clarity in relation to business vision, strategy
 - business competitiveness.
- Similar data will be collected, 6 months and 12 months after the completion of the programme to allow for an evidence-based consideration of results arising and of any possible follow-up action.

Data collection will include satisfaction, growth and tracking of other changes in the participating enterprises.

Action 2:

CCIs invited to take part in the pop-up festival event will be required to capture data during and post the event to demonstrate the value of the exercise.

Comparative data will include:

- Sales figures
- Enquiries and leads for other business e.g. wholesale orders / bookings for future events.
- Commissions or bookings
- Networking value
- PR attained by CCI’s before, during or before the event
- Increased engagement on social media, followers etc.
- Increase in subscribers
- Other identifiable benefits to their business/ cluster

Data collection will include satisfaction, growth and tracking of other changes in the participating enterprises.

Other data and monitoring will include:

- Survey of participating CCIs
- Survey of a sample of festival attendees - both local and tourists
- PR coverage of the event will be an indicator of the success.
- Social media attention would provide metrics on followers, reach, engagement, interaction etc.

Since this Action Plan is based upon the influencing of a different policy instrument to that originally submitted in the application form , the number of Actions (indicators) have been changed from four to two, reflective of the current priorities of the Cork City Culture & Creativity Team in this post-COVID climate of economic recovery.



Date: 30 April 2021

Name of the organisation: Cork City Council

Signature of the relevant organisation: _____



Seamus Coghlan, Head of Economic Development

Key project stakeholders:



www.corkcraftanddesign.com/

Shandon Art Studios

shandon-art-studios.business.site



benchspacecork.ie



arducork.ie



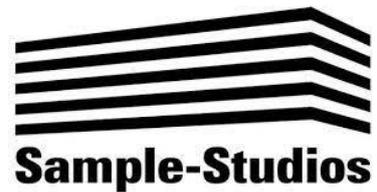
www.designpop.ie



purecork.ie



www.localenterprise.ie/CorkCity



www.sample-studios.com



Cork has always been an outward-looking city, which, through our proud maritime history, has always been engaged with the wider world. In this spirit, and in an attempt to develop workable synergies between two distinct policy fields, Cork City Council has engaged, with 8 partner organisations from across Europe, in the Interreg Europe Cult-CreaTE project. This is seeking to deploy interregional collaboration as a vehicle to kick-start the promotion and development of opportunities for the local creative sector to engage in Cultural and Creative Tourism (CCT).



www.interregeurope.eu/cult-create

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



Cork City Council is undertaking two actions as part of Phase 2 of this project:

Action 1:

Business development and mentoring programme tailored to transformative tourism for cultural & creative clusters.

Action 2:

Mobilisation of CCIs to explore the future development of a City Centre 'Creativity Hub', including a 'pop-up' festival trial.