

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



# Action Plan

for Nicosia, Cyprus



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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**  
Interreg Europe

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



VIDZEME TOURISM  
ASSOCIATION

Lead  
Partner



REGIONE DEL VENETO



Cork City Coui



KUJAWY  
POMORZE



ECTN  
EUROPEAN  
CULTURAL  
TOURISM  
NETWORK

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**

**[www.interregeurope.eu/cult-create](http://www.interregeurope.eu/cult-create)**





## Foreword

Nicosia Tourism Board is the organisation in charge for the promotion and further development of Nicosia as a tourism destination. It was established in 2007 as a non-profit private company. Its main objectives include the development, promotion, and implementation of projects in Nicosia in four main areas: Cultural Tourism, Conferences, Business and

Incentive Tourism, Educational Tourism, Medical and Wellness tourism and Sports tourism. SMART tourism and Sustainable tourism are essential pillars governing the decision-making process. Our initiatives rely on the city's rich and remarkable cultural heritage and history which is steeped in. The unique blend of cultures that coexist in all the cultural facets of the city and which has continually developed over the past 4000 years, established Nicosia as a point where partners from Europe, Africa and Asia could peacefully and safely meet, interact, share knowledge, and collaborate.

Recently, Nicosia Tourism Board has conducted the first among other phases of the full and comprehensive city's rebranding. During the processes, studies, focus groups, and research toward the final logo, more certainly than ever, emerges one of the city's competitive advantages. Its Cultural and creative sector. Freshly, qualified young people with specialized knowledge, skills and talent in both culture and its means of cultural production steps on towards this creative entrepreneurship. Simultaneously, various accelerators provide essential and fruitful services to the creative industries, the state, in particular the Ministry of Education and Culture and the Youth National Organisation, have adopted as aid measures the grants and funding opportunities, and most important to be mentioned is that the rapidly growing sectors of innovation, sciences and emerging technologies which are rated higher than the European average index in Cyprus, have consistently developed a strong partnership with the Creative Industries. Presently, the Creative sector in Nicosia has been expanded to a vast number of categories such as graphics, animation, product design, fashion, crafts, performing arts, publishing, filming and even so on software, filming, and immersive technologies. All the above make an extraordinary tool for further tourism development.

Our vision is not less nor more, of establishing sustainable and effective synergies between the city's creative sector and places for utilizing skills, technological tools and knowledge and aligned to the tourism needs and expectations to generate unique, creative and meaningful cultural content and experiences. In this spirit, Nicosia Tourism Board defines as a key priority the further development and enhancement of Creative Tourism. We strongly believe that by doing so, the city's competitive advantage will be strengthened, we will be able to increase tourism demand and diversify tourism supply, as well as provide empowerment to the existing offered tourism experiences and so this will not just constructively contribute towards the development of a sustainable tourism model but rather make an impact on our vision, that of a sustainable city development.

The participation of the Nicosia Tourism Board on the Cult-CreatE project further to the honour is considered a significant opportunity for us to interact with partners, gain essential knowledge on a particular policies and improvements of policy instruments, exchanging experiences with our partners on the good practices and develop and implement our strategic plan on the Capital's Creative Tourism.

Theodoros Kringou

President  
Nicosia Tourism Board



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## Executive Summary

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. 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 (cocreation). 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.

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'.
- 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 of the project is to redeploy CCIs for the development and promotion of CCT strategies, with sustainability, innovations, capitalisation, policy learning, policy implementation and capacity building.

Nicosia Tourism Board, through Cult-CreaTE, had the opportunity to cooperate and exchange experiences and practices with other similar organisations such as the Chamber of Commerce and Industry of Pécs-Baranya, Dundee City Council, as well as with public authorities of regional and local level on the field of CCIs. The advisory partner, ECTN, as well as the lead partner, Vidzeme Tourism Association, brought to the partnership their expertise and experience for the development of Cultural and Creative Tourism in the partners' regions.

On the other hand, Nicosia Tourism Board, as an institution which is engaged to the tourism sector and supports the relevant enterprises, have extended experience in the promotion of Nicosia's tourism product. The NTB's synergies with the Municipality of Nicosia, the Ministry of Tourism, and other regional administrative organisations, provide NTB the advantage to transfer within the partnership its experience and



opportunities through such synergies between regional & local level authorities and tourism organisations.

Cult-CreaTE gives the opportunity to partners to consider Cultural and Creative Tourism as an alternative way to attract visitors in their regions. It is evident that CCI are those, which need support in order to create, develop and promote new CC products. Nicosia apart from the capital of Cyprus, is also a city which is not a seasonal summer destination. Having already a quite strong CCI sector, CCT in Nicosia can become a driving force for the sustainable development of Nicosia.

The city, attracts approximately 6% of the total tourist arrivals and most of them visit Nicosia for its culture and rich history. This percentage needs to be significantly increased, and one way to achieve that is by linking CCI industries with tourism in order to enhance sustainability of both sectors and contribute to the economic development of the city.

Although Nicosia has numerous archaeological and religious sites, museum, galleries, cultural institutions, and cultural events, they do not attract enough visitors and at the same time, they encounter financial problems and they do not get enough exposure within and outside the country. Therefore, ways need to be found to develop synergies and cooperation between cultural institutions and CCI in order to promote both sectors and eventually the city as tourist destination.

Nicosia needs to enhance the cooperation between the business and the CC sector, to increase traffic in cultural sites, to create more jobs and last, but not least, create awareness as to the importance of CCI in CCT development and economic growth. Nicosia has been dubbed as an cultural creative hub, despite the many problems that CCI face in the city currently. This however underlines the dynamic that exists in Nicosia as to enhancement of these sectors and the need for their further development.

NTB's vision is to contribute through its Action Plan to the Nicosia City Centre Master Plan by **integrating actions aiming in improving CC SMEs competitiveness in order to further develop the CCT in Nicosia.**

The main goals of NTB through its Action Plan are:

- To provide tools and incentives to increase the CC SMEs capacity and skills
- To coordinate the activities of the CC SMEs in order to promote Nicosia District's tourism product
- To attract more visitors and tourists through the development of co-creative experiences in order to boost the local economy



- To strengthen networking and communication between the SMEs of the Cultural & Creative sector, Tourism and policy makers
- To develop and promote the Nicosia City Centre as Cultural and Creative Hub by supporting CC SMEs to relocate in this district and give them incentives to create new tourism products
- To make CC SMEs part of the CCT experiences

The Proposed Actions towards the realisation of NTB's vision are the following:

**Action 1:** Implementing co-creation for the development of Cultural Tourism Products (New Project)

**Action 2 & 3** is entirely focused on contributing, updating and upscaling the Objectives and Actions of the Nicosia Integrated Development Strategy of the Nicosia urban area (SOXA 2021-2027) with the following activities:

- **Action 2:** Establishing a Cultural Creative Cluster for the promotion of CCT through synergies of CCIs and other SMEs (Improved Governance)
- **Action 3:** Initiating a structural change in policy documents regarding CCIs competitiveness in Cyprus (Structural Change)

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. For the monitoring of the Action Plan's implementation the following indicators are being suggested:

- Number of CC SMEs participating in the Action (target: 20)
- Number of people participating in the co-creation experiences (target: 20/month or 10 per session)
- SMEs involved to the Cluster (target: 10)
- Number of different services provided by the cluster's members (target:3)
- Number of new measures integrated in the Nicosia City Centre Master Plan (target: 2)

NTB will be in close cooperation with the Municipality of Nicosia in order to improve the City Centre Master Plan. The Actions' results will be integrated in the Master Plan document aiming to be implemented in the entire Nicosia District in the future. Nicosia will promote the CCIs and their impact to CCT. NTB will support initiatives for the local CC SMEs in order to engage them in the tourism sector as well. CC SMEs will become part of Nicosia's tourism product, organising their own activities for visitors and tourists. NTB give the opportunity to these SMEs to promote



their works, to become innovative, creative and competitive, not only in local level but in national and international level as well. The CC SMEs cluster becomes the core of this initiative, as it will represent the creative spirit of Nicosia and of the city’s artists, performers, and entrepreneurs.

Action Title	Type	Source/Good Practice transfer	Partner	CCIs involved	CCT Product	Comments
1. Implementing co-creation for the development of Cultural Tourism Products / Souvenirs	New Project	“Co-creation by CCIs and residents for Creative Tourism experiences reflecting local identity, heritage and culture, towards competitiveness of local SMEs CCIs”	ECTN advisory partner (PP9)	-Design -Crafts - photography -Fashion -Jewellery -Accessories -Museums and galleries -Archives and libraries -Cultural heritage -Hotels and leisure	Experiential co-creative activities combining visits with co-creation of souvenirs	
2. Establishing a Cultural Creative Cluster for the promotion of CCT through synergies of CCIs and other SMEs	Improved Governance	“Support by Pécs Chamber of Commerce and Industry to CCI SME for CCT development”	Chamber of Commerce and Industry of Pecs-Baranya -CCIPB (PP4)	All interested CCIs & SMEs	n/a	
3. Initiating a structural change in policy documents regarding CCIs competitiveness in Cyprus	Structural Change	“Research results of CCT based on CCIs for transfer into policy making”	ECTN advisory partner (PP9)	All interested CCIs & SMEs and other related stakeholders	n/a	



## Action Plan

### Part I – General information

Project: **Cult-CreaTE**

Index Number: **PGI05343**

Partner organisation: **Nicosia Tourism Board**

Other partner organisations involved (if relevant): **N/A**

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NUTS2 region: **Cyprus**

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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 instrument

Name of the policy instrument addressed: **Nicosia Integrated Development Strategy 2021 - 2027**



The policy instrument addressed by NTB within Cult-CreaTE is the Integrated Spatial Development Plan 2021 - 2027. This Plan refers to the whole Metropolitan Region of Nicosia, covering in total 7 Municipalities. Through the action plan, the advantages of the local CCI and their impact on cultural tourism and SMEs competitiveness will be pointed out.

As a result, it is expected the initiative to influence the under-developed new Integrated Spatial Development Plan 2021-2027 and so secure particular funding in order the centre to implemented permanently and evolved into a new tourist product.

The proposed Actions aim to:

- a) the promotion of a network governance, supported by local stakeholders and the NTB
- b) the contribution to a more integrated strategy that includes intervention policies and enhances the integration of learning processes regarding both CCI competitiveness and CCT branding
- c) the development of a coherent promotional plan of CCI

These Actions would ideally be integrated to Nicosia's Integrated Spatial Development Plan 2021-2027 and amended as appropriate, considering the relevant Action Plan.

To be more specific, the Action Plan aims in improving the Nicosia Integrated Development Plan 2021-2027, by implementing actions which aim in increasing employability and CCI SMEs competitiveness and in promoting further Nicosia's cultural identity and tourism. In the current document, most references address the cultural and creative tourism without involving the CCI which actually support this sector. Furthermore, it aims to highlight the role of the CCI SMEs toward the promotion and development of CCT in Nicosia. The results of the implementation of the Action Plan, as well as policy recommendations with regard to CCI SMEs development, competitiveness improvement and development of CCT will be integrated in the Integrated Development Plan 2021-2027.

Particularly, Action 3 aims to initiate a dialogue with the Nicosia Municipalities in order specific actions regarding the improvement of CCI competitiveness to be integrated and funded by Structural Funds. Through the proposed Actions, NTB aims to improve priority axes of policy documents by integrating actions for the:

1. Improvement of the competitiveness of the tourist product.
2. Promotion of the establishment and development of new business activity from special groups of the population. This would be



realised in the context of investment activities, new ideas and the creation of new businesses facilitated through business incubators/clusters.

3. Enhancement of business activity in specific urban areas. Dealing with phenomena of economic recession, abandonment of business activity and desolation of the buildings and infrastructure located in these areas.

## Part III – Details of the actions envisaged

### **ACTION 1: Implementing co-creation for the development of Cultural Tourism Products / Souvenirs**

#### **1. Relevance to the project**

The idea is to engage tourists to the experience of producing by themselves custom-made cultural products which could be consumed as memorabilias. The action was also since tourism trends impose the active participation of tourists in different activities, saving on accommodation for investing on experiences / experimental activities. In parallel, several researchers study the influence of cultural activities to local development, particularly when these require the citizens' involvement. Citizens' diversified talents and inspiration, combined with their professional goals and inclusive, effective participation may lead to impressive results regarding tourism and local development, jobs' creation and the enforcement of a cultural identity (INTERREG Europe Policy Learning Platform on Environment and resource efficiency, 2017). Besides all the above, this Action is primarily inspired by the good practice initiated by ECTN, the "Creative ecosystem in Ibiza for Creative Tourism development" located at Illes Balears, Spain. This good practice concerns "Co-creation by CCIs and residents for Creative Tourism experiences reflecting local identity, heritage and culture, towards competitiveness of local SMEs CCIs" (<https://www.interregeurope.eu/policylearning/good-practices/item/4533/creative-ecosystem-in-ibiza-for-creative-tourism-development/>).



Additional inspiration was also taken by case studies presented on several occasions by the Cult-CreaTE Project partners, such as of the Dundee City Council (PP6) that presented its relevant experience and mainly the inside story of the project “Dundee Photo Tours”, during the 2nd Thematic Workshop which took place between 6<sup>th</sup> and 8<sup>th</sup> November 2019 in Nicosia, Cyprus. The Dundee Photo Tour is a guided tour through Dundee’s city centre, passing historical landmarks. The participants discover hidden places and works of art to capture from Dundee, whilst increasing their creative confidence as photographers. Furthermore, the “Creative Tourism SME Discovering the hidden Cyprus for arts, handicrafts & traditional products” good practice from “THE PLACE” located in Paphos, also served as an inspiring good practice. Considering all the above and the general demand for diversified tourism product and on-hand experiences, NTB reached local professionals within the framework of Cultural & Creative Industries (CCIs) in developing new Cultural & Creative Tourism (CCT) products and services.

### **Nature of the action**

NTB perspective is to provide visitors a unique co-creating experience. For this, NTB support local CCIs to develop to new services that fulfil the tourists needs. The action aims to involve the tourists in the creation of their souvenirs. Tourists would have a guided tour that will end up to the workshop’s venue, open space, such as a square of a historical place, the surroundings of historical monument or a hall or a studio where the workshop will take place. The workshop consists of learning basic techniques of cultural – creative activity such as photo-shooting and processing of photos, creating jewels, painting etc. If considered appropriate then the day will start with the first part of the workshop at the specified venue and then the guided tour will follow, considering the specificities of each technique. After that, tourists will be guided to several sites and regional attractions to take photos or get inspired for



their art works in line with their tastes (e.g. when considering the photos selfies, portraits, family, scenery etc.). They will return to the studio later on to elaborate on their photos and print them on different products including mugs, plates, office equipment and others, paint, create jewels or other type of souvenirs. Several workshops (photography, painting, jewellery, clothes/fashion) will be offered by local CCI's &/or SMEs and will be inspired by a certain historical period e.g. Venetian Nicosia.

In other words, the activities foreseen for this action are:

- synergies created by NTB to define the sites where the workshops will take place (permission by the local authorities to use public spaces etc.).
- call in order to define the stakeholders (CCI's, SMEs and / or tourism agents etc.) that will organise the training workshops.
- training of the people
- dissemination activities to inform the tourists and the local communities.

This action is expected to refurbish the local economy and tourism industry by involving directly the CCI's and other SMEs (local artists & associations, art centres and workshops etc.) in activities addressed to tourists. Within this framework, apart from customized souvenirs (artistic product), considering the number of the existing Cultural & Creative Industries a new tourism brand may be created regarding the tourists' express training and involvement to the creation of various goods and services.

Nicosia Tourism Board (NTB) will be responsible to implement this action, aiming to the development of the CCI's sector in Cyprus and the promotion of Nicosia as a CC tourism destination.

Apparently, this action is very promising for both sides, local CCI's and tourists, since:

- ✓ It creates a unique Cultural & Creative Tourism Experience



- ✓ It creates a unique brand of Cyprus Nicosia as Cultural & Creative Industries host and Cultural & Creative Tourism destination
- ✓ It enhances the exchange of know-how in these fields
- ✓ It enables interactions among local stakeholders and tourists, thus reinforcing cultural exchanges and relations
- ✓ It provides a boost to local economy

This action lies on the general consideration of influencing the policy instrument by setting CCI and CCT in the picture of local economic development, tourism rejuvenation and strategic tools' reinforcement, since for the first time the municipalities participating in the Integrated Development Plan.

## 2. Stakeholders involved

- Nicosia Tourism Board
- Nicosia district's municipalities and communities
- Professionals running the relevant workshops
- Nicosia Chamber of Commerce and Industry
- Artists association
- Cyprus Tourist guides association
- Cyprus Antiquities department
- Cyprus handicrafts center
- Local hotels and travel agents
- Nicosia Municipal Arts Center
- The Cyprus Chamber of Fine Arts
- Cyprus Youth Board

## 3. Timeframe

The Action will be completed within 12 months, depending on the actions' starting date, after the final approval received by JS, probably May 2021 to April 2022.



#### 4. **Costs**

- Procurement of goods or other needed material & items (including tissues, canvas, mugs, plates, mousepads, etc.)
- Personnel
- Rent of the workshops' site / studio when appropriate 2000/month (Municipality of Nicosia)
- Tourists' transport costs (transfer from / to accommodation and sightseeing, drivers' working hours)

Estimated costs: €22.000/annually

#### 5. **Funding sources**

Nicosia Tourism Board will contribute to organise tours and workshops by subsidising expenses such as workshops' materials and transportation costs. Nicosia district Municipalities will provide space for the workshops and CC SMEs. Communities involved will contribute when appropriate by providing the necessary space or the permission to use an open space when required.

## **ACTION 2: Establishing a Cultural Creative Cluster for the promotion of CCT through synergies of CCIs and other SMEs**

### **1. Relevance to the project**

The Action is based on the GOOD PRACTICE “Support by Chamber of Commerce and Industry to CCI SME for CCT development” initiated by the Hungarian partner (PP4), Chamber of Commerce and Industry of Pecs-Baranya (CCIPB) regarding the role of individual advisory services in the development of SMEs in the field of Creative Industry (and the establishment of cooperation between CCIs, stakeholders, suppliers, customers, agencies, investors and media).

CCIPB became member of the Cultural Creative Industry Cluster (CCIC) that was established in 2007 and managed to expand its local and international network, find connection points with other businesses, establish new partnerships, develop innovative ideas and ways of working, etc. The goal of this cooperation was the creation of new ideas and consequently the strengthening of the economy, the growth of related revenues, the enhancement of cohesion of the South West Hungarian region, the establishment of an innovative economic milieu etc. Now, the CCIC organizes both many exhibitions every year in different countries, which are quite successful as the number of visitors is big in every event, and creative camps, which are very popular. Furthermore, it develops labour programs enhancing labour in the CCI sector, running a co-working house, develop new services based on cluster competence portfolio and other.

Even if there were a few obstacles at the beginning of the project, all the parties involved worked hard and managed to create this successful cooperation and be a good example for others who struggle to survive as units. The contribution of each unit can be very valuable to the total effort and in this way it is easier for all of them to achieve their goals.

NTB could contribute to the creation of a similar CCI Cluster in Nicosia as there it has already a list of CCIs operating in Nicosia and also, it has possesses a strong network with significant key players such as the Municipality of Nicosia, Nicosia Chamber of Commerce and Industry, relevant stakeholders, media etc.

### **2. Nature of the action**

The Action concerns the will and commitment of Nicosia Tourism Board to create a cluster of CCIs, local SMEs and stakeholders, Education and



Research institutions, public administration, policy makers and other interested parties in Nicosia. The goal of this cluster would be to enhance SMEs competitiveness through the creation of a strong link between CCI and other SMEs and creative tourism (CT). Furthermore, the cluster is expected to complement and reinforce action 2.2 meaning influencing the policy instrument, since several of the cluster's proposals is expected to be incorporated to the integrated spatial development plan of Nicosia (known in Greek as SOHA 2021-2030).

It is a win – win situation as both SMEs and CT will be further developed. Nicosia has significant presence of CCI which however need support to continue existing. These CCI can contribute to the promotion of sustainable tourism, attract new investment and create new employment opportunities.

Hence, the contribution of all key players mentioned above through the creation of the cluster, and relevant networking activities, is of major importance and each one of them from his field, experience, knowledge and expertise can serve this goal. In other words, their collaboration in order to promote Nicosia as a cultural creative destination will serve the demand envisaged in the SOHA that is the equivalent of the former Master Plan of Nicosia for the forthcoming programming period (for the development of the city centre as a destination which attracts visitors from the city, Cyprus and other countries as well).

One of the Rehabilitation Projects foreseen in the Master Plan is the development and support of the Cultural and Creative Industries District which is located in the historic city centre. The project aims to create a new refurbished destination in the heart of the city center and to make it a local point for creative businesses, traditional and contemporary arts, artistic creation spaces and innovative businesses.

Clusters here are considered as a sort of network, thus constitute excellent tools for pursuing a horizontal policy to stimulate local economies and redefine the development model of a region, a country, etc.

Nicosia Tourism Board (NTB) will undertake the initiative to create this cluster under the aim of promoting Nicosia as a tourist destination, enhancing in parallel the local economy as a whole and SMEs in particular. Furthermore, NTB possesses the experience of implementing actions for the development of tourism products and most importantly, works closely with local authorities, museums, cultural centres, NGOs and other relevant stakeholders for the protection of cultural heritage and tourism development. NTB is also collaborating tightly with the Municipality and RISE Cyprus.



On this regard, the steps for the creation of the Cluster are: NTB, after having drafted the relevant MoU, will ensure its co-signature with all relevant stakeholders in order to officially initialize the network's presence, vision and goals. After having identified and united the key local stakeholders, a call for expression of interest for all interested in Creative and Cultural Industry will be launched so as to allow as many related SMEs and professionals become part of the cluster. When considered appropriate, NTB will invite a few international stakeholders, considering their expertise and experience to participate at the cluster's meetings through virtual means. Finding the existing in the district empty buildings and facilitating through the cluster their renovation when needed (providing thus incentives for the sustainable development of the district and giving a boost to the construction's field), and supporting their utilization by SMEs and young entrepreneurs as studios, start-ups and SMEs headquarters, exhibition spaces, halls for cultural and artistic events can be another activity of the cluster.

The Main characteristics of the Cluster are:

- The CCI's SMEs members operate in Nicosia
- All members are equal
- The existence of common goals that aim at the mutual benefit of the participants
- The independence of the members
- The well - developed internal and external networking activities for the benefit of all stakeholders involved

The cluster's benefits can be summarized as follows:

- Ease exchange of knowledge and experience among its members
- Improvement of the sector's operational efficiency
- Enhancement of innovation
- Encouragement of extroversion
- Strengthening of Regional Cohesion
- Boosting of the local economy and revitalization of the Region's socio-economic structure
- Key objective is to deliver particular innovative actions for marketing and communication



- Innovative product / services that will enhance local economy and will increase socio-economic grade of the area. Cluster will consider the opportunity of organising an awards competition of Tourism Innovation products based on the Slovenian Tourism Board initiative.

But most of all, preparation of and contribution to a structural change in policy documents regarding CCIs competitiveness and CCT (action 2.2.). Apparently, a strong network can easily tackle the above mentioned common challenges and expectations that through the cluster governance will be improved and common concerns and solutions would be easily extracted by the optimisation of relevant procedures through the cluster's operation are very high. This thesis also rely upon the conclusion extracted by the Advisory partner ECTN (PP9)'s presented good practice "Research results of CCT based on CCIs for transfer into policy making", which significantly stated that suitable research results could constitute potential bases for transfer into policy making and mainstreaming into Operational Programmes and Structural Funds, encouraging thus collective research and work.

### 3. Stakeholders involved

- Nicosia Municipality
- RISE research Centre
- Deputy Ministry of Tourism
- Local CCIs
- Nicosia Chamber of Commerce and Industry
- The Cyprus Chamber of Fine Arts
- Cyprus Youth Board
- Cultural Service – Ministry of Education

### 4. Timeframe

The Action will be completed within 12 months, depending on the actions' starting date, after the final approval received by JS, probably May 2021 to April 2022.

### 5. Costs

- Consultancy and administrative services required for the creation and signature of the MoU's, including the relevant meetings



- Coordination and management of the whole project of Cluster creation
- Campaigns for informing the citizens about the project
- Creation and maintenance of a webpage, including a forum and an intranet that will help the cluster's networking and further development in an effective way.

It is estimated that 6 person-months will be needed, thus 12.000 euros in total.

#### 6. **Funding sources**

The Action includes regular NTB staff costs.



### **ACTION 3: Initiating a structural change in policy documents regarding CCI's competitiveness in Cyprus**

#### **Relevance to the project**

Considering the Cyprus Competitiveness Report of 2019, Cyprus adapted relatively well to the economic crises that took place both in 2008 and 2012-13. However, structural weaknesses may potentially obstruct the economy's competitiveness. On the other hand, structural reforms towards the enhancement of new productive activities may contribute to the economy's enhancement.

Considering the programming periods and the fact that Cyprus consists of one-Region State, reforms are quite difficult to be drafted, approved, and implemented. On this regard, pilot actions are encouraged to test the amendments' results, before applying them to the Country as a whole.

Among INTERREG's best practices are the recording of regional problems in order to be tackled within the next programming period (cf. NSRF Programming period's targets formulation). In order SMEs to become more competitive, policy and decision-making bodies need to promote a more dynamic economy that allows innovation and creativity to flourish. Cultural and Creative sector occupy a significant place in today's European economy. EU policies and recommendations, as well as research results on the benefits and success on supporting the CCIs and CCT sectors, could introduce good practices, methodologies and tools in local level, that through their integration in policy documents, they have the potential to be mainstreamed into Operational Programmes and Structural Funds.

The Advisory partner ECTN (PP9), presented these opportunities in the good practice "Research results of CCT based on CCIs for transfer into policy making", which significantly states that suitable research results could constitute potential bases for transfer into policy making and mainstreaming into Operational Programmes and Structural Funds. These also relate to deployment of CCIs in CCT product development, including competitiveness of CCIs SMEs.

This Action is developed under this framework, recognizing the importance of transferring good practices, results and experiences into policy documents. Through this action, the Nicosia's Integrated Development Plan will be improved by integrating specific proposals and measures for increasing CCIs SMEs competitiveness towards the promotion of CCT.



## 2. Nature of the action

Integrated Spatial Development Strategy of the Nicosia urban area (SOXA 2021-2030). SOXA 2021-2030 is the joint strategy of the six (6) urban Municipalities of Nicosia (Nicosia, Strovolos, Agios Dometios, Engomi, Aglantzia, Lakatamia), which will be implemented for the first time by the Municipalities, to transform the largest urban area of Cyprus into a compact space for sustainable development, utilizing the unique comparative advantages of the city.

The Integrated Spatial Development Strategy follows the framework set by the European Commission for the programming period 2021-2027 and the relevant national investment priorities. This framework provides the possibility of a smooth and constructive transition through the completion and updating of the strategic planning for the period 2014-2020. The idea is to make all the adequate actions to contribute to the Cypriot economy's restructuring through the deployment of SMEs and thus the preservation and creation of jobs and the safeguarding of social cohesion. Considering Cyprus existing CCI's potential, it is believed that the sector if driven accordingly may contribute to the creation of a more competitive economy through CCT and SMEs development.

The Action concerns a set of activities, to be conducted by the Nicosia Tourism Board, aiming to the application of a structural reform for the development of CCIs as a driver for urban sustainable development and cultural and creative tourism. The Action concerns reports, motions, synergies and all other activities conceived in order to organise and achieve the following:

- The deployment of CCIs for CCT to be considered within the SOHA 2021- 27 regarding urban sustainable development, i.e. how and to which extent CCIs may help to bring more SMEs and individuals in the city centre and therefore boost business activity and create job opportunities, needs to be set out in the Plan.
- The identification of new employment opportunities, especially among the youth, in the field of alternative tourism should be pointed out and further developed through funding opportunities.
- The provision of all the necessary measures and incentives which could be included in the Master Plan, aiming to improve the competitiveness and sustainability of the tourism product and combat the phenomenon of seasonality.



Considering all the above, NTB in collaboration with the relevant stakeholders, local authorities and policy makers, will provide two (2) proposals to be integrated to the Plan of Nicosia. Eventually in the future would apply to the whole Country, through the Deputy Ministry of Tourism, suggesting the integration of measures enhancing CCIs and CCT to be included to the ongoing tourism strategy. The proposals, suggested by NTB mostly concern the relocation of CCIs and other supportive SMEs (i.e of the tourism sector) to the historical city-centre and their support through the provision of consultancy services and common marketing tools.

NTB is committed in tackling this challenge of setting in place all necessary actions in order to achieve CCIs quantitative and qualitative growth and sustainable tourism development in Nicosia District. In particular, the board aims in using the action plan's results in order to develop a 7-year long strategy for the development of Cultural Creative Tourism in the Nicosia City centre.

Actions that are currently under consideration are:

a) the enhancement of a Cultural Creative Entrepreneurial Hub:

- The Mission of the hub is to bring together CCIs with Tourism entrepreneurship and emerging technologies in order to develop skills and knowledge for developing new, unique, and innovative Cultural Creative products, taking into consideration business sustainability aspects, profitable products and access to funding sources. Nicosia's rich culture and cultural organisations should associate with creative entrepreneurs to co-create unique and marketable products.
- Hub is to design and implement a funding project focusing on funding new Cultural Creative products. The main reason is to create a best practises database of innovative CCT products that will be operated sustainably archiving the dual purpose of new sustainable employment opportunities as well as increasing visitors and boosting the local economy.
- For the purpose of developing new, unique and innovative CCT projects, a Residency project will be implemented. Residency project will focus on developing a particular area of the city centre as Cultural Creative artists and young entrepreneurs (business nomads) accommodation space. Abandoned buildings will be reconstructed into accommodation spaces appropriate to host long stayers CCIs business nomads. Soft regeneration projects will be implemented primary focus on smartness urban furniture



and similar initiatives in order to enhance the capability of the area to host Creative entrepreneurs. Any proposed new CCT product for fund should incorporate for the design and production process various creative industry categories and for the production phase should incorporate at least one foreign group / team / entrepreneur who will live for the production phase in the area.

b) An incubator programme: The Hub, during the second phase, will incubate new established Startups in the Cultural Creative Industries in coordination with the CCT cluster. Incubator process will focus on strengthening business skills and boosting competitiveness.

c) Design and implementation Incentives and Subsidy plan for establishing / re-establishing CCI within the city centre.

d) "Festivalisation" of the Cultural & Creative scene of Nicosia and packaged as tourist product.

Projects will ensure the sustainability of the Capital's Creative Business Quarter project.

### 3. Stakeholders involved

- The Nicosia Municipality
- The Cultural Service – Ministry of Education
- The Deputy Ministry of Tourism
- Relevant university departments and research institutes
- The Nicosia Chamber of Commerce and Industry
- The Cyprus Chamber of Fine Arts
- Other chambers concerned
- The RISE research Centre (Research Centre on Interactive Media Smart Systems and Emerging Technologies)
- The Nicosia Municipal Arts Centre
- Nicosia for Art
- Other sector's professionals and stakeholders

### 4. Timeframe

The Action will be completed within 12 months, depending on the actions' starting date, after the final approval received by JS, May 2021 to April 2022.



## 5. Costs

Consultancy services for the formulation of the relevant proposals.

NTB staff costs: one person-month

Municipality of Nicosia: two person months

Total: 6.000 euros

## 6. Funding sources

NTB and Municipality of Nicosia's regular staff costs.

(Then SOXA 2021-2027 will be funded from various European funds, national resources, Municipal resources and private investments. Part of the SOXA Plan will be funded by the Competitiveness and Sustainable Development Operational Programme (OP) of the new Programming Period 2021-2027.

## Monitoring Procedures in Phase

The monitoring procedures include the use of performance indicators to assess the implementation progress of each proposed action. They will contribute to the monitoring of the time plan of the actions, as well as to define the percentage of completion of the actions.

The NTB's project team, along with the external expert will monitor the indicators that have been set and will report the progress of each action at the end of each semester of phase 2.

### **Action 1: Implementing co-creation for the development of Cultural Tourism Products / Souvenirs (New project)**

In this Action, the indicators that have been set are:

- Number of CC SMEs participating in the Action (target: 20)
- Number of people participating in the co-creation experiences (target: 20/month or 10 per session)

### **Action 2: Establishing a Cultural Creative Cluster for the promotion of CCT through synergies of CCIs and other SMEs (Improved governance)**

The indicators for this action are:

- SMEs involved to the Cluster (target: 10)
- Number of different services provided by the cluster's members (target:3)

Staff members will monitor the registrations and visits in a monthly base. The project team will be responsible for the achievement of the targets.

### **Action 3: Initiating a structural change in policy documents regarding CCIs competitiveness in Cyprus (structural change)**

The indicator that has been set for this action is:

- Number of new measures integrated in the Nicosia City Centre Master Plan (target: 2)

All indicators will be monitored by NTB. The Senior Officer of the Nicosia Tourism Board will be in charge to propose and achieve the targets that have been set. With relevant municipality departments will ensure that the proposals are in line with the municipality's vision and goals in order to achieve the expected results of the action.



Date: 26 / 05 / 2021

Name of the organisation(s): **Nicosia Tourism Board**

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

# Action plan for Nicosia, Cyprus

*Through this Action Plan which was developed within the Interreg Europe Cult-CreaTE project, Nicosia Tourism Board will enhance the role of the local CCI SMEs of Nicosia into the development and promotion of the Cultural and Creative Tourism. Collaboration of local artists, performers, crafts' and photography workshops with the NTB and the tourism sector aims to boost the local economy and the CCI SMEs competitiveness. At the same time, a CCI Cluster will provide the CCI SMEs with tools, space and support in order to support the development of CCT. Finally, a set of incentives to support CCI SMEs will be proposed to high-level administrative authorities to improve relevant policy documents.*



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



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