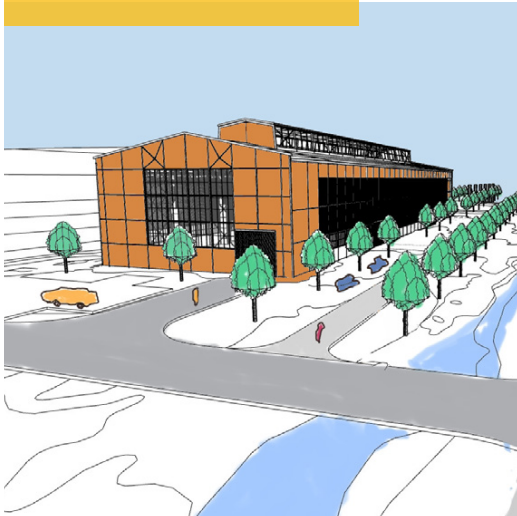


CINEMA (Creative Industries for New Urban Economies in the Danube Region)

PRESENT



FUTURE



Establishment of a
CI Support Centre

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Introduction

1.1. Project “CINEMA”

The CINEMA project aims to foster urban regeneration by collaborating with creative industries (CI). The revitalisation of urban areas and city centres is a key challenge for social cohesion and competitiveness in the Danube Region. Many cities suffer from desertion as a result of industrial transformation, changing consumer habits, suburbanisation, etc. At the same time the creative industries are a cradle of innovation and an underestimated economic asset in each region.

One of the key objectives of the CINEMA project is to create a common learning and knowledge exchange between all partners and stakeholders in the eight pilot locations we identified. This will help to build capacities in urban development and responds to the problems caused by the COVID-19 pandemic. To provide a common understanding we have prepared guidelines, the so-called “Roadmaps”, for the three areas we identified as important:

1. Revitalisation of empty or under-utilised floor space
2. Revitalisation of retail and small businesses in city centres
3. ***Establishment of a CI support centre***

1.2. Project context: establishment of a CI Support Centre

The main goal of this roadmap is to present the strategic plan of the third thematic group for the establishment of a CI Support Centre. The transversal challenge of this group is to:

- Define and set up a concept for a “cultural&creative quarter(s)” that is client oriented through the support services tackling the CI business needs: access to know-how, skills and production support, growing innovative business and attraction of international talents”.

This challenge can be translated into following objectives:

1. Increase the awareness regarding the potential of CI businesses to enhance the city transformation into a suitable destination for tourists, talents, freelancers and artists
2. Facilitate between public stake-holders and private funding to develop a coherent production and innovation infrastructure for CI support centres
3. Create a sustainable business case model for managing a CI community and the dedicated Support Centre

On the other hand, this roadmap can also serve as a communication tool for local policymakers and authorities on their way to revived small cities economies and communities in a way that helps them to articulate strategic thinking behind both the goal and the plan for getting there.

The roadmap will define the expected change, the pilot locations' measures and activities, and typical examples of urban challenges in the Danube Region. Hopefully, they also will be sources of information for cities or regions with similar challenges and for stakeholders to learn more about our approaches on cross-fertilisation with creative industries for urban revitalisation.

Information on cities and pilot locations

2.1. Location 1: Hala Minda, Resita, Romania

West Region Romania occupies 13,4% of the country (32.034 km²) and consists of 4 counties: Timis, Arad, Caraş-Severin and Hunedoara, with a total population of 1.784.522 inhabitants. The region has a very good position&connectivity (access to A1 Highway part of TEN-T Core Network Corridor, Rail connectivity ensured through the TEN-T Core Network Corridor: Rhine-Danube, Orient-East Med, 2 international airports (Timisoara, Arad), border area with Serbia and Hungary).

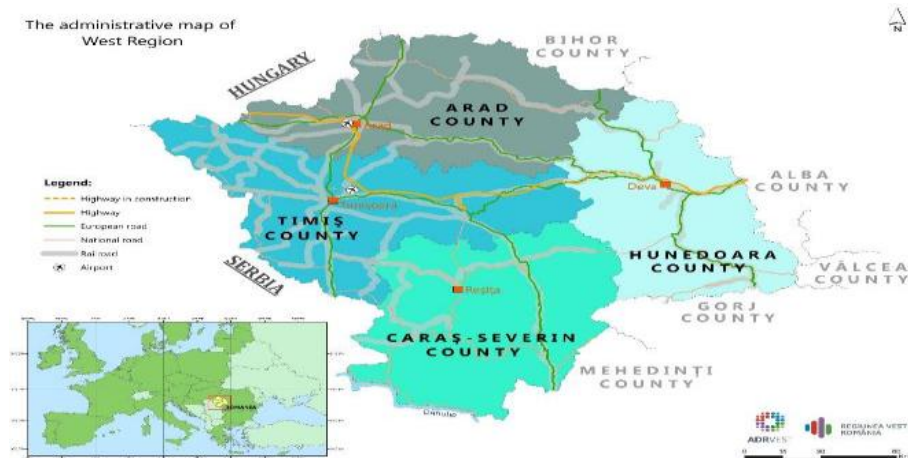


Figure 1. West Region Romania, administrative map.
Source: ADR Vest

Main important sectors are represented by Automotive, IT&C and electronics, Manufacture industry textile, clothing, footwear), Agro-food industry, Construction and building materials, Creative and Cultural Industry.

Main indicators:

- Regional GDP: 67% PPS/inhabitants from EU average (63% RO)
- FDIs: 6,43 billion euro (8,5% from national)
- Exports: 10,9 billion euro (17,4% from national)
- Employment rate: 71,1% (67,3% national)
- Companies: 50.109 (9,0% from national)

- Average monthly earnings: 570 EUR (490 EUR national)

The **pilot location** is located in the **Caras-Severin county**, with its county seat Resita. **Resita** has a population of approx 84.000 inhabitants and a strong industrial tradition of over 250 years of locomotive and steel rails production, boat engines, steel bridges and turbines, dating back in 1771.



Figure 2. Resita City.
Source: Resita Municipality

The city has a rich industrial heritage/legacy which can be seen all over the city, at present some factories are still in use and others have been abandoned. Beside the steel industry, which is still an important economic sector for Resita, there are also other sectors such as food processing, textile industry, construction, tourism, retail, services contributing to its mixed economic profile. Resita is also perceived as the entry point and capital of Banat Mountains, being bordered by mountains/beautiful natural landscapes&tourist attractions (national parks, hydro plant lakes, sky slopes, international renowned jazz festivals).

Resita is easy accessible with good transport connections:

- Less than 1 h away from access to A1 Highway (via Lugoj)
- Rail connectivity: link to electrified railway segment Reşiţa - Caransebeş and Rhine -Danube Corridor part of TEN-T Transport Network
- Close to 3 Danube ports easy to reach: Moldova Veche (117 km), Orsova (131 km), Drobeta Turnu-Severin (156 km). Border crossings with Moravita, Portile de

Fier towards Serbia and Nadlac/Nadlac II towards Hungary.

Reșița is split into city districts, distinguished in Reșița North, where there are some active factories (textile, steel products) and Reșița South, where the main part of official municipality buildings are situated. In between the north and the south part of the city, there is the first industrial zone, which contains some active factories, a huge mountain of iron production waste, as well as a very large brown field, where a huge development project will be realised with a mix of retail, gastronomy, leisure and cultural facilities, parking, office spaces as well as living quarters. After its expected completion in 2030, the newly developed area will connect the two parts of Reșița North and Reșița South.

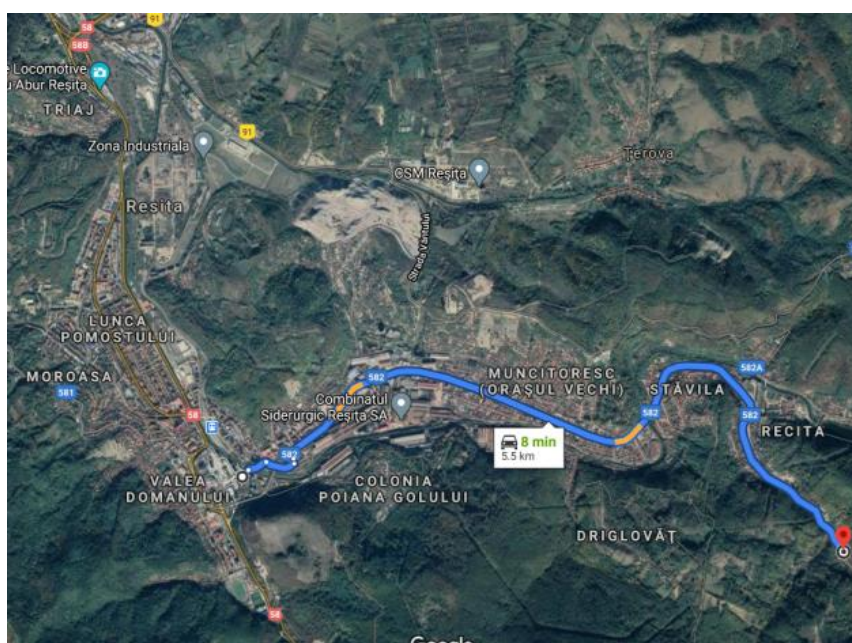


Figure 3. Reșița city districts.
Source: Reșița Municipality

Nowadays Reșița has a new vision and is undergoing a process of urban revitalization and redevelopment in order to change its former mono-industrial city look. This can be noticed in a bigger concept of urban regeneration, which includes the development of the two industrial zones.

In the first industrial zone a big development project (including a mix of retails, gastronomy, leisure and cultural facilities, parking, office spaces, living quarters) will be realised by 2030, and in the second industrial zone there are plans for development of the pilot location included in the Cinema project.

The pilot location to be revigorated is **Hala Minda** (Minda Hall), an old industrial hall, located on the

outskirts of Reșița-approx. 5,5km away from the city centre.

Hala Minda, a former industrial warehouse will be revitalised and converted. The building, owned by Reșița Municipality, along with the 1.3 ha site will undergo a rehabilitation process, namely will be transformed into a multifunctional facility for entrepreneurs, students and researchers and the local community. The location will host customized spaces for start-ups in the cultural and creative industries, a makerspace, kitchen lab and metalsculptors' residencies.



Figure 4. Hala Minda, piloting location (front view).
Source: Reșița Municipality



Figure 5. Hala Minda, piloting location (upper view).
Source: Reșița Municipality

Due to the increasing power of creative industries, this sector was selected as a new driver of regional growth in West Region as part of the Smart Specialization Sector for the period 2021-2027.

There are several challenges related to the pilot location from structural ones up to very practical. They were gathered from different sources: the consultation period for the development of the RIS 3, iEER project - Boosting innovative Entrepreneurial Ecosystem in Regions for young entrepreneurs, (<https://www.interregeurope.eu/ieer/>), ECoC-

SME project - Actions for inducing SME growth and innovation via the ECoC event and legacy, (<https://www.interregeurope.eu/ecoc-sme/>).

Structural challenges:

- There are a few initiatives in West region for supporting creative industries in terms of fab-labs, open spaces but **no consistent infrastructure** providing **integrated services** around production capacities. The creative industries are not very present in Reșița. It has only been recently, that an active interest in the economic field of “Creative Industry” arose. Therefore, neither the start-up industry, nor the arts and cultural sector are well established. Due to a lack of communication, they are not visible and there is also no regional or local network to connect with each other in the CI or the city or companies interested in cooperation.
- There are some challenges related to the city to become **attractive** for the **creative industry “lifestyle”** or creative industry actors at regional level and cross-border, international level. Some of the facts were observed by CIMA: “The cleanliness in the city centre is mainly maintained at the central square; outside, especially alongside the river bank and at the backside of the buildings, a lot of waste can be found. The riverbank could be developed to create a nice leisure area and increase the quality of stay“. “There are no designated areas for bicycles. “
- The regional economy, the presence of multinationals and the very low unemployment rate is not creating the premises for **dynamic creative entrepreneurship**.
- The pool of people with **practical skills** for creative industry or TVET graduates is shrinking. This is in relation with the proposed concept of metalworking for the Resita pilot, making hard to assure the pool of future creators and technicians.
- **Support services** for start-ups, young entrepreneurs and especially creative industries are poorly represented. More

than offering space, community, exchange of ideas and events services are lacking on professional support towards growth like: product development, mentoring, entrepreneurship education, internationalisation, scale-up, funding, IPR etc.

- There is no clear image on the economic success and **sustainability of creative spaces**. This is a challenge for the pilot in Resita, where the creation of complex services needs public investments, administration, management and sustainability. Establishing the **business case for the pilot** in a sustainable manner with multiple services providing back-up for each-other and assuring a minimum cash-flow is required. Multiple actors / stake-holders that could support financially or co-invest need to be attracted.

There is a the need for change in a larger context. Along with urban revitalisation, attracting more tourists in the area, changing the city perception from the “monoindustrial brand“, maintaining and harnessing talents, the pilot location can play a role as a Hub for all these objectives.

In terms of support services is needed for concrete action to boost the potential of creative industries as sustainable businesses and to help them play a role in the urban regeneration projects allowing them to build a consistent track-record.

Resita pilot location is the only initiative implemented by a public administration, aiming to provide business support, with production capacities for the whole Region and aiming to have a transformative role for the sector.

COVID-19 did not impact the pilot location on its vision and challenges.

Still, there was an impact due to the travel restrictions, as well as a lack of emergency funding. The pandemic has challenged us to find resources to be one with each other in these complicated times and adapt to them and be resilient. Activities have been passed into the online format and when it was possible, into face-to-face format.

It is estimated that the creative industries in West Region taking into consideration a larger definition (including textiles and manufacturing) comprises in 2.280 companies providing 26 thousands jobs and producing over 935 million Euro turnover.

The ecosystem is completed by several coworking and creative spaces, a strong community of young designers and several local initiatives to restore, rebuild and revive old industrial spaces, old countryside houses and architectural challenges to renew historical building.

Mapping of ICC actors in West Region:

Coworking spaces

At national level there were 109 coworking and shared offices and at regional level, 7 in West Region (6 in Timisoara and 1 in Arad).

- Coworking spaces:
 - Cowork Timisoara - Tineretului and Cowork Timisoara - The Garden (<https://coworktimisoara.com>, <https://www.facebook.com/CoworkTimisoara/>)
 - DevPlant Cowork (<https://devplant.ro/#cowork>,

<https://www.facebook.com/devplant.cowork/>)

- IncubART (<https://incubart.ro/>, <https://www.facebook.com/IncubArtTm/>)
- FABER (<https://www.facebook.com/fabercommunity/>)
- Workify
- Cowork & cultural centre:
 - FABER (<https://www.facebook.com/fabercommunity/>)
- Makerspaces:
 - IncubART (<https://incubart.ro/>, <https://www.facebook.com/IncubArtTm/>)
 - Creative space (<https://creativespace.ro/>, <https://www.facebook.com/creativespacetm>)

Arad:

- Smartizan Office

Resita:-

Hunedoara:-

Art Design schools:

Timisoara	Resita	Arad	Deva
- Art School within the Timiș County Culture and Art Center (Școala de Arte din cadrul Centrului de Cultură și Artă al Județului Timiș, https://ccaajt.ro/scoala-de-arte/ , specializations: Music, Visual Arts, Coreography, Craftsmen) - Fine Arts High School (Liceul de Arte Plastice Timișoara, http://www.arteplasticetm.ro/ ; specializations: Architecture, Ambient Art and Design; Fine and Decorative Arts) - National Art College Ion Vidu (Colegiul National de Artă ION VIDU Timișoara, https://www.cnaionvidu.ro/ University of Arts and Design Timișoara (https://arte.uvt.ro/?lang=en	- School - Popular School for Arts and Craft (Școala Populară de Arte și Meserii "Ion Românu" Reșița, http://scoalaionromanu.ro/# ; 4 sections - Music, Visual Arts, Art photography, Choreography (Ballet/Traditional dances)) - Highschool - Arts highschool (Liceul de Arte "SABIN PĂUȚA")	Art School „Sabin Drăgoi” Arad	Art&Music School „Sigismund Toduță”- Deva

Fine Arts Union of Romania - Timisoara Branch (https://uapt.cjtimis.ro/uapt.htm) Politehnica Univeristy in Timisoara - Multimedia Center/Center for Elearning/Research Centre			
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CCI chambers, clusters:

- APP Cluster (Advertising, Printing, Packaging Cluster) - <http://www.cluster-app.ro/ro/>, located in Timisoara

Digital initiatives:

- <https://timisoarastartups.com/#/home> - a free-for-all collaboration project intended to aggregate all the people, companies and other entities of the Timisoara local startup ecosystem
- Creativa platform (<https://creativa.community/en/>) - Creativa is an interactive tool, that aims to provide an image of the cultural and creative potential of Timisoara. Creativa is an open platform for individuals or groups who can offer creative answers to various challenges, being at the same time a medium for creative exposure and a resource for all those who need creative impulses in their projects

Tourism clusters:

- The Association for the Promotion and Development of Tourism in Timiș (APDT) - initiative of the Timis County Council (<https://turismtimis.ro/>)

Artistic residency programs:

- Art Encounters Foundation (<https://artencounters.ro/ro/home-ro/>) - Artist-in-Residence Program (<https://artencounters.ro/en/residences/>)
- Triade Foundation (<http://triade.ro/>; <https://www.facebook.com/triade.foundation/>) - for sculpture. Recently launched initiative - Triade Jecza Digital Museum (<https://jecza.ro/>).

There are already several opportunities for the pilot location that will take place this year:

- June - September - organising a pilot assembly of metal sculpture that will remain at the location as exhibition centre
- Concert
- September - national forum on industrial heritage

The services that we envisaged and can create economic potential as they were requested by stakeholders and suggested by CIMA are:

- Incubation and production space
- Competence centre for the metal working industry
- Boarding house for metal artists
- Product development based on design
- IPR for artists and designers
- Support for commercialisation and internationalisation.

2.1.1. Vision for the pilot micro and macro location

The pilot project takes place in the middle of several transformative activities regarding Resita: the development of a local Development Strategy and the rebranding of the city.

Along with urban revitalisation, attracting more tourists in the area, changing the city perception from the “monoindustrial brand“ the pilot location is willing play a role as a Hub of creative activities by providing the:

- Place you learn and develop your skills
- Place you create your design and metal projects
- Place where you incubate your business
- Place where you meet your community and peers
- Place producing urban furniture and urban regeneration projects
- Place you exhibit your own designs
- Place where you go to concerts and cultural events

- Place where you may go when visiting Timisoara Capital of Culture 2023.

The vision for the pilot support services is in strong correlation with the vision for the pilot location: “Creating added value for the creative industry under the umbrella of urban regeneration”.

Three layers are considered:

1. creating value added services that is supporting entrepreneurship, entrepreneurs and revitalisation projects;
2. organising services around the pilot location in a sustainable business model that can support future city projects;
3. managing services for the end users within the pilot location and for the whole West Region.

2.2. Location 2: Grašalković Palace, Sombor, Serbia

City of Sombor is located in the north-west part of **Serbia**, in the immediate vicinity of borders with Croatia and Hungary. Due to its location and history, belonging to different countries in different centuries, it has always been a meeting place of cultural, national and religious differences, where all of its peoples cohabit peacefully. The biggest portion of the inhabitants are Serbian but there are 20 more ethnicities living in Sombor today. Official languages are Serbian and Hungarian, due to Hungarians comprising 10% of the population. In some villages surrounding Sombor Croatian is an additional official language, due to the proportion of Croatians living there. Sombor is also the seat of the German minority in Serbia.

Schooling, from kindergarten to secondary schools, is available in the official languages. In addition to these, there has been a drive from the German minority to include German language into preschools, and there are currently option for children to start learning German as a second language from preschool.



Figure 1. Sombor, Županija (city administration building).

Source: City of Sombor

Sombor and the 15 rural settlements in the surrounding area have in total about 78,470 inhabitants, about 50 % of them live in the city. Sombor is the administrative, educational, medical, economic centre of the West Bačka County, administrative region of 180 thousand inhabitants.

The City has suffered demographic decline since 1990 and consequently is also lagging behind the state average when it comes to salaries and spending. Current data shows the unemployment rate is around 10.8% (5595 persons per 55 thousand working age inhabitants). The unemployment rate pre-Covid stood around 9%.



Figure 2. Sombor, city square.

Source: City of Sombor

Tourism is a growing source of revenue, with a notable growth of 35% in previous 5 years before the Covid-19 pandemic. Tourism has also suffered a hit in 2020 and is facing an uncertain 2021 due to restrictions in place in Serbia and especially due to a notable decline in international visitors. Sombor is recognised as a city of rich history and for its rich greenery. It mostly attracts day trippers, although there is a push to increase the accommodation capacity, with one new hotel and spa centre opened in late 2020 and numerous studio apartments and b'n'b type of accommodation also on offer.

Sombor has a rich industrial heritage, most dominantly in the metal industry, dairy and agriculture. After failed privatisations, the metal and automotive industries are in decline, while dairy and agriculture are still represented and growing.

The inner city and the **pilot location** in **Grašalković palace** are still a hub for the inhabitants of Sombor, since most commercial, administrative, cultural and educational institutions are located here. There has not been a decline in the inner city even after opening larger shopping venues outside of the inner city.

The pilot location



Figure 3. Sombor, Grašalković palace.
Source: City of Sombor

Repairing the structural damage and returning the building to its stately presence will be attractive to visitors and will provide additional floorspace to cultural institutions and events. Plans to refurbish the building are in place and done in phases. One section of the Grašalković palace now serves as the Museum of the Danube Germans/Swabians and the other as offices of a local public utility company - city property management agency "Prostor". Main part of Grašalković palace still needs refurbishing.



Figure 4. Sombor, Grašalković palace, sections currently in use.
Source: City of Sombor

As can be seen from the photo, there is a large potential in the Grašalković palace. Funding for this refurbishment is dedicated in the City budget, but additional funding is also requested from outside donors.

The section dedicated to the future CI support centre is in better condition, having been used as office space in the recent years. It also has easy street access and use of internal parking spaces in the courtyard of the Grašalković palace.

The challenges are double: the state of disrepair of the building and the condition in which the creative sector finds itself after the Covid-19 pandemic.

Intervention at the pilot location is necessary in order to finish the "cultural quarters" of the City and build up on its cultural and historical heritage. The valorization of heritage is a growth opportunity for Sombor. The pilot location in its current state cannot be utilized properly not included in the City's rich cultural calendar (some events can be seen at <https://www.visitsombor.org/allevnts/>, website of the local tourism organization).

Creative industries as an innovative branch of industry will fit into the existing cultural landscape and build upon the existing creative sector in the City and its vicinity. The new CI support centre will provide them with infrastructure and support in the first few years of their existence. This is supported by the Location Analysis done by CIMA (D.T1.2.2, p.20).

Respondents to the questionnaires disseminated through the Cinema Project came from the culture, arts and tourism and have all outlined the push to virtual content, restrictions on travel and lack of emergency funding to be the main issues stemming from the Covid-19 pandemic.

Covid-19 has pushed the creative and cultural sectors to think about capturing audiences virtually, according to responses to questionnaires recorded by the Project team. Due to heavy restrictions on social gathering and live performances, the respondents turned to offering their content online. Financial side of this is still to be figured out.

Moving forward, the creative sector is hopeful that live events will restart, and revenue will increase from it.

Access to grants has been limited or not existent, which is a point to be considered when conceptualising the services which the CI support centre will offer. A focus on gathering and disseminating information about available donor agencies, grant schemes, residences and similar financial aid can prove to be one of the first questions asked of the CI support centre. The Project team from both City of Sombor and RDA Bačka is well placed to offer this kind of service having in mind their daily work.

City of Sombor - city administration. The City will maintain the offices of the support centre and provide logistical support to its activities. To this purpose, the City will refurbish a section of the Grašković palace.

RDA Bačka - as a regional development agency, RDA Bačka is best placed to provide business counselling and other appropriate types of services to users of the creative industries support centre. This support will be free of charge to the user, possibly covered by a small operating fee they are expected to pay for the whole set of services and utilities provided by the support centre.

Cultural institutions founded by the City - Cultural Centre Laza Kostić, City Museum Sombor (Museum of the Danube Germans), National Theatre Sombor, Sombor City Archives, Gallery Milan Konjović, City Library. All of these institutions have activities year-round and attract visitors from the City and the immediate region, with a view of becoming a relevant cultural tourism spot. At the moment, the city only attracts day trippers.

A channel of cooperation between cultural institutions and the Tourist Organisation of Sombor is already in place. However, more can be done to strengthen this cooperation and develop joint cultural products.

The main economic aspect of establishing a CI support centre is the impulse to the local economy that new visitors will bring about. It is expected that by growing the creative industries the local economy will also grow because ancillary industries will profit from the creative industry -

such as tourism (gastronomy and lodging, tourist guides, combination of cultural events and cycling tourism), services such as design and printing agencies, equipment lease, possibly interpreters etc.

Summer schools, residences and other types of programmes normally associated with culture and arts also bring new visitors to cultural institutions, restaurants, increase in overnight stays.

2.2.1. Vision for the pilot micro and macro location

Finishing the city “cultural quarter” where the Grašković palace is at its geographical and symbolic centre.

Placing Sombor on the tourism map as a city of history and culture, which in turn attracts more visitors and more spending in the immediate vicinity of the Grašković palace (the city centre: other cultural sites, shopping, gastronomy and cafes).

Reviving the production and visual arts as well as other creative industries to provide an impulse to the local economy, engage the creative youth, establish Sombor as a regional cultural hub. This can only be done in cooperation with the RDA Bačka, who will provide business counselling to prospective creatives (companies, students, startups etc) while the City of Sombor will provide logistics to the operation of the CI support centre.

2.3. Location 3: Bălți, Republic of Moldova

North Development Region (NDR) of the Republic of Moldova includes Bălți municipality and 11 districts: Briceni, Edineț, Dondușeni, Drochia, Fălești, Florești, Glodeni, Ocnița, Râșcani, Sângerei, Soroca, with a surface area of approximately 10.014 km², which accounts for approximately 29.6 of the total surface area of the Republic of Moldova. In the NDR there are 571 communities, including 20 towns and 551 villages, of the 1679 localities in The Republic of Moldova.



Figure 1. North Development Region, Republic of Moldova, administrative map.
Source: ADR Nord

The main characteristics of NDR are :

- favorable geographical location, neighboring Ukraine in the North and having a EU member state (Romania) in the West, which provides a certain level of openness for its future.
- Market access through three Free Trade (WTO, DCFTA, CEFTA, CIS).
- Entrepreneurial activities under preferential terms and conditions developed in two free economic zones, three industrial parks and two business incubators.
- Various vocational, training institutions, universities and well-skilled multilingual workforce.

Main indicators:

ZOOM IN	EMPLOYMENT
POPULATION (2018) 979.690 pers	UNEMPLOYMENT RATE (2018) 3,3 %
NUMBER OF MUNICIPALITIES 3	COMPANIES (2017) 6.706
NUMBER OF RAYONS 11	EMPLOYEES (2018) 371,2 thousand people
AREA 10.014 km ²	
DISPOSABLE INCOME OF POPULATION PER PERSON (2018) 2167,4 LEI	
REGIONAL GDP (2016) 6%	
GDP/INHABITANT (EUR) (2016) 27,7 thousand	
MEDIUM MONTHLY GROSS WAGE (2018) 4665,2 LEI	

The pilot location is situated in **Balti city**. Balti is the second largest city in terms of population, area and economic importance, after Chișinău. The city is one of the five Moldovan municipalities. Sometimes also called "the northern capital", it is a major industrial, cultural and commercial centre and transportation hub in the north of the country. It is situated 127 kilometres (79 mi) north of the capital Chișinău, and is located on the river Răut, a tributary of the Dniester, on a hilly landscape in the Bălți steppe.

The pilot location building is about 6054 m², settled on the campus of the Alecu Russo Balti State University, building nr 4, 38 Puskin str, Balti, Republic of Moldova.

The Alecu Russo University of Bălți, the second largest university in Moldova, named after the 19th century Romanian scholar and ethnologist Alecu Russo. The university houses one of the biggest libraries in the South-Eastern Europe. It is a public university.

The pilot location building is empty since its construction (2004-2005) due to reduced number of students in the last 14 years. Because the building did not go through the official procedure of being put into service (did not become operational), the University decided to change the purpose of the building from an education facility to a broader concept of an innovation centre. The building is situated in the University campus that consists of 5 operating study buildings, university library, 1 high school, a canteen and 4 dormitories.

The owner of the building is Alecu Russo Balti State University. But a financial agreement has been set between City Hall of Balti, the University, Ministry of Education, Ministry of Regional Development and Ministry of Economy, USAID to create a Regional Innovation Centre.



Figure 2. Piloting location CITT Bălți.
Source: ADR Nord

In the Republic of Moldova, creative fields, such as advertising and IT, have an annual growth of 11% in the Republic of Moldova. Salaries in this sector start from about 360 euro (minimum gross), which is 20% higher than in other industries. The sector employs young people with an average age of about 25, creative, qualified and innovative. Moreover, jobs in the creative industry are much more resistant to automation processes and exports of such services from developing countries have much higher growth rates than those offered by industrialized countries. In the case of the Republic of Moldova, the calculations show that the creative industries have an important contribution to the national economy, accounting for 3.31% of GDP (2016).

However, being a relatively new industry on the Moldovan market, the creative sector needs to be promoted in order to grow faster and to make progress. In this sense, following the national and international trends, North Regional Development Agency promotes the creative industry in the North Region through objective 2 of the North Regional Development Strategy for the period 2016-2020, *Sustainable economic growth in the region* and Regional Sectorial Programs in the field of business infrastructure development and in the field of tourism.

Creation of the **Centre of Innovation and Technological Transfer (CITT)** in the Balti municipality will definitely bring a significant challenge in the field of Creative Industries not only for the city but for the whole North Region of the Republic of Moldova. This will essentially

contribute to development of IT and creative industries skills, workforce development and entrepreneurship. Moreover, it will develop partnerships and will create a linkage between the creative businesses with the companies delivering services they need (HR companies, accountant service providers, recycling companies, etc.); Students and representatives of creative industries will have a possibility to attend many capacity building programs, trainings, seminars; It will also serve as a platform of communication, in order to share innovative, design thinking ideas as well as to exchange the experiences of know-how not only accumulated internally but to get acquainted with many international instances. Additionally, the challenge that will be brought to the Region is facilitation the cross-fertilization between creative industries and companies working in other sectors.

In other words, the pilot location will integrate research and future technologies into the socio-economic activities of the NDR as well as will develop the efficient use of the creative and technological potential in emerging sectors.



Figure 3. Piloting location, overview CITT Bălți.
Source: ADR Nord

COVID - 19 didn't impact on the pilot location, its vision and challenges.

The target audience:

For educational services:

- 6,170 primary school students
- 6,560 high school students
- 2,336 high school students
- 1,800 students from engineering colleges
- 4,700 university students
- 200 students from IT specialties

For the business environment:

- IT companies from Bălți; 20 companies that employ about 200 employees
- Freelancers (free practice IT specialist) from Bălți
- Automotive companies from Balti Free Economic Zone
- Creative Industries companies

The representatives of the support Centre will provide services and support for creative industries that are now emerging in North Development Region.

Based on the study and on the Regional Economic Specialization Strategy for the North Region, North RDA facilitated the creation of Sorintex - regional association of textile companies. The representatives of Sorintex will be located in Innovation Centre and will have access to modern laboratories together with IT companies located there. In such a way, the Centre will contribute to cross-fertilization between the sectors and development of new products. Even if the Innovation Centre is at the revitalization stage, the formation of the critical mass has already started. For example, the ACETI (Association for the Development of Electronic Communications and Information Technologies) was created on September 13th, 2019. This association has the following objectives:

- Promotion of innovations in engineering and digital technologies.
- Collaboration between the natural and legal persons involved in the field.
- The growth of interest in studies, employment and business start-ups in IT sector.

ACETI was officially launched and promoted within the Days of the North Development Region, Vth edition.

The Business Consulting Centre will be located in CITT and will have the role to offer informational support both to the incubated start-ups and SMEs from the region and provide consultancy on grants and intellectual property to CI sector too.

Urban Revitalization in Moldova is a complex process, a balance between infrastructure interventions and social measures - both integrated, they come to improve life's quality of

the inhabitants in the revitalization zone. For e.g., in 2018 in Balti, the facilities of the "Alexandru Ioan Cuza" middle school were improved, but at the community level, there was organized a revitalization ideas competition, conversations with the zone's inhabitant, that consequently created an initiative group.

In Ungheni, within an integrated program the yards of a locative buildings area were renovated, the inhabitants created their own associations to actively collaborate with an economic agent from the zone to organize community manifests. Revitalization represents an inspirational instrument for urban development in Moldova. The process is based upon certain important principles: complexity, integrated approach, partnerships and participation. The main idea is to positively transform those parts of the city that are in critical condition and in need of social, architectural and economic changes. The process of urban revitalization in Moldova is co-financed from the funds of the programmes for development cooperation.

Since 2018, the urban revitalization represents one of the priorities of the regional policy. In this context, four cities developed revitalization programmes, including Balti municipality. The realization of the given projects (CINEMA and CITT creation) will essentially contribute to creating a favorable environment for research and development of creative businesses. Thus, it will enhance the regional identity in terms of innovation and creativeness, by supporting and promoting all the actors involved at regional level: universities, research centers, LPAs, innovation and business incubators, consortia.

2.3.1. Vision for the pilot micro and macro location

The micro vision of the pilot location will be a new model of support for the stakeholders in creative industries. The stakeholders will obtain technological skills required on the labour market. It will be a platform of communication between the academic environment and creative industries.

If to speak about the students from different specialties and universities, they will have an opportunity to interact with each other for the development of joint projects. Moreover, students will be involved in different projects and programs offered by the private sector such as: trainings on modern information technology, engineering, research projects, product prototyping projects etc. The Centre will also serve as incubation and acceleration of micro enterprises will support the transformation of student projects into business, providing access to financing projects for creative industries projects.

The macro vision of pilot location: the creative sector becomes part of an overall development and growth strategy; it will contribute to the

revitalization of the economy, where dynamic economic and cultural exchanges take place. Support of creative industries as drivers of social development will be a result that will contribute to the overall wellbeing of North Region, individual self-esteem and quality of life, dialogue, and cohesion. Also, the macro vision of the pilot location for the city is its architectural modern design .Its high-tech and unusual structural expressionism will give an added value for tourist attraction.

Moreover, the macro meaning of the pilot location is that, this pilot location will be the second largest Centre in the Republic of Moldova. That will be an umbrella for creative industries from the North Region of the RM.

Transversal challenge: concept for a “cultural&creative quarter(s)”

Context

The following text was developed based on the contribution of all three organisations involved in the Group three of the CINEMA project.

The aim of the expert article is to provide a meaningful and representative content for the common challenges identified within the group which consist in creating a “cultural quarter” backed by support services for the CI entrepreneurs thus helping boosting innovation within the sector, across the other sectors and having a good impact on the urban area.

Regarding the methodology, partners agreed to collect expert opinions from local and regional level, based on a common interview, and organize the information based on the story telling technique using literally the relevant quotes gathered.

The expert article doesn’t intend to focus on statistical analysis’ but to provide a rounded image of the characteristics, challenges and hopes related to the local initiatives.

CI role

“They are at the forefront of innovation and are also at the origin of spillovers to other sectors, as well as to society at large. With the emergence of more and more complex and intertwined value chains and business models, the cultural and creative sectors are increasingly becoming a decisive component in the value chain of almost every product and service”

Experts from the local level are stating the importance of the CI from the business perspective in terms of diversifying services, promoting local authentic services and increasing foreign investment. Overall the general policy impact is the sustainable development (Dan Moraru, Balti City Hall).

The potential of changing the local industrial urban environment is huge. CI can make a big difference between a community that is focused on production or manufacturing versus a community that creates added value through the products and services it develops (Norbert Tako, Faber Timisoara).

The main advantage of the CI contribution in the business transformation, community development and urban regeneration is the opportunity to capitalize on local potential and local resources. (Dan Moraru, Balti City Hall)

In the context of the next European Capital of Culture in Novi Sad, the CI branch is developing very rapidly creating a fertile playground to engage in the local and regional economy.

CI in Novi Sad gave their contribution to the development of the City, and a clear example of the transformation of development and regeneration is a larger number of new workspaces for actors in culture, which created more space for better work and greater development of CI (Dragan Aleksić, City of Novi Sad).



CI and innovation

CI sector is by nature based on creativity and on some types of innovations. When comparing with technological start-ups, CI start-ups may have a difficult time attracting a similar amount of attention and subsidies as, for example, technological start-ups, which, on the other hand, are not always more successful in terms of scale-up or sustainability (OMC report page 36). The experts are consenting that the “problem” resides in the way which creativity as a concept is seen differently and create connections with the innovation processes.

The main difference is the concept of creativity. Creativity is to be complemented by innovation to deliver results in the services market (Dan Moraru, Balti City Hall).

Creativity in the creation of new values represents a clear connection, where innovations and creative industries should follow each other, and that connection is clearly visible in contemporary art (Dragan Aleksić, City of Novi Sad).

From a process point of view, in the technological field, the results can be quantified and seen much faster, while in the creative industries case there is a lot of ideation and slow development and without having a clear process pattern. Technological companies already have certain mechanisms through which they develop (Norbert Tako, Faber Timisoara).

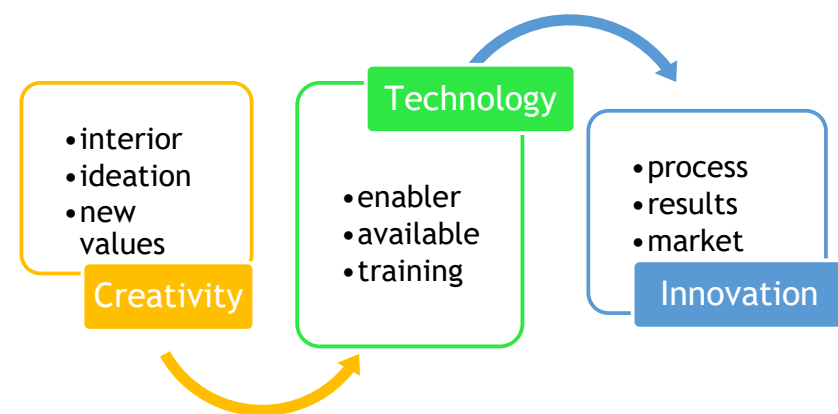
The process of innovation in the creative industries create so many uncertainties for potential private investors who cannot know where the creation will be applied and when the ideation process will end in a finished product.

The challenge regarding the market development opportunities and the main specific innovation needs should be addressed by training of human resources, the creative and innovative potential (Dan Moraru, Balti City Hall).



It is necessary to make new technologies available to everyone

The use of technologies in a creative manner enabled online events to take place, which overcame many difficult times of complete closure. Now, after all, many have developed online presentations better than they did before the pandemic (Dragan Aleksić, City of Novi Sad).



CI Challenges

Most of the enterprises in the cultural and creative sectors are micro-sized, while self-employed individuals largely carry out the professional work. They are struggling to face administrative burdens including those related to managing the grants received. The fragmentation into a myriad of micro and small enterprises and self-employed entrepreneurs makes positioning in the international market scene complex and costly (OMC report pages 37, 49).

It often happens that many startups with very good ideas have a good start, but then the bubble that they create breaks. That’s because they use an idea which is trendy but which brings added value for a very short period after which it is no longer relevant (Norbert Tako, Faber Timisoara).

There is a need for creating the framework to grow of CI companies and expert’s opinions are

converging towards partnerships and there are several forms that can be managed according to the local characteristics.

1. Administration leadership model

The administration can create a local market for CI by providing a framework for open competition, calling in local CI talents to solve concrete local community challenges related to the use of new technologies.

“It is necessary to open competitions for the realization of projects in which it is clearly proclaimed that the administration is a support in development in order to create new values that will be used for the common good” (Dragan Aleksić, City of Novi Sad).

2. Multiple public actors model

Ensuring efficient management of the support for CI entrepreneurs must be achieved through partnerships. A multilateral partnership approach is needed with the involvement of local public administration bodies, the business environment and the educational system, including professional-technical (TVET). The specific services, for the CI, that would need to be managed by an external (public) actor are the services provided in the initial stages, initiation services, consulting, mentoring, training, etc. (Dan Moraru, Balti City Hall).

3. Community space model

For those CI companies willing to scale, redesign or reinvent, building a community space concept could create an opportunity as at CCI scale-up is not as simple to calculate, or attractive as in IT where with a larger deployment you managed to resolve your challenge.

To manage this, you need to develop a space based on the principle of interaction and infusing with private expertise support that is able to help the CI company to become investor ready, either we speak about private or public funds.

Through a 6-month program with personalized consulting services offered by the ecosystem and according to the needs of each case. Working with start-ups in the creative area is harder because they have very diverse needs and the ideas themselves are so different that you can't use templates to grow your business (Norbert Tako, Faber Timisoara).

CI support structures

Support structures, such as hubs, clusters or networks, are costly to sustain over the years - in particular in the case of physical structures. Yet these structures need to mature in order for benefits to become more visible (OMC report page 49).

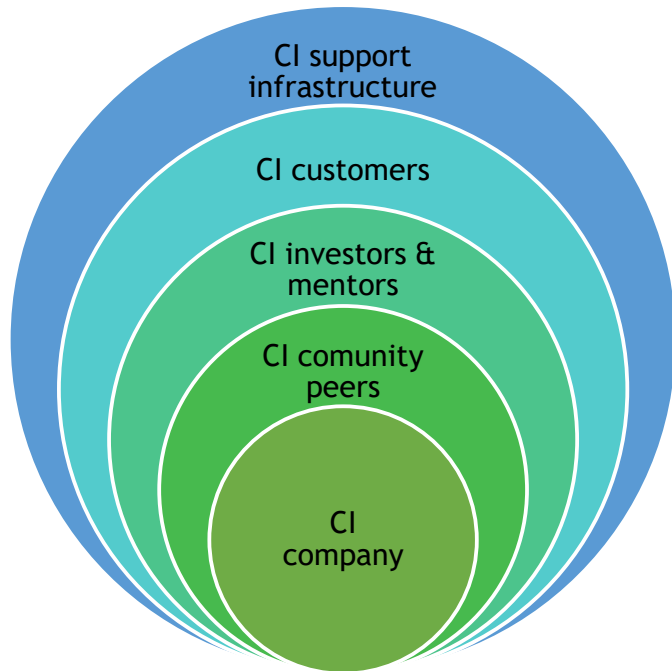
The challenge is to create a good balance between the public investment in support structures for CI and a certain return for the local/regional economy. Sometimes, there are also other desired outcomes, beyond the economic ones that the public investor should look for.

It can be achieved on the basis of a partnership approach and on the basis of the “maintenance” of public investments to ensure continuous development. Public financial support must be balanced with real market experience and knowledge. The main objective of the public investor is to ensure the sustainability of the investment and its maintenance (Dan Moraru, Balti City Hall).

The promotion and the story telling of successful cases and of the contribution of the support structures are essential to become more visible.

Common workspaces opened by the City of Novi Sad for all actors in culture and creative industries is a direct help to create the initial values of new actors who have not yet developed in the business field and those who become successful should be obliged to promote those who are initially enabled them to start a successful business, and in this case it would be the City of Novi Sad (Dragan Aleksić, City of Novi Sad).

In terms of business needs, creating a space where creative industries can meet both customers and potential investors and at the same time be together only intensifies their development (Norbert Tako, Faber Timisoara).



CI support local/regional vision

During the project we managed to define the following vision for our local/regional initiative *“Define and set up a concept for a “cultural&creative quarter(s)” that is client oriented through the support services tackling the CI business needs: access to know-how, skills and production support, growing innovative business and attraction of international talents”*

The expert’s contribution to the vision is to focus on the local context, its history and multinationality, openness, peace, tolerance and cooperation of all residents of the City.

Any approach used needs to be based on local specifics. By local specificity we mean both the traditions and customs in the field of economy and trade and the ability and knowledge of economic actors to adapt to changes in foreign markets (Dan Moraru, Balti City Hall).

The public initiative related to the CI support has to communicate the greater role of local companies in the cultural industry and to start creating new programs, which should be very attractive to the younger generation to realize their ideas (Dragan Aleksić, City of Novi Sad).

Building a community project is to bring organizations together. They are all small and creative businesses that stand together and develop together on the one hand individually their own product on the other hand being part of a community lead to a pollination phenomenon. This pollination in the sense that you start with a project and you develop a more complex one being helped by the services offered by two or three organizations within the same community (Norbert Tako, Faber Timisoara)..

“They are the creative who are looking for their own way but prefer not to walk alone and try to take on board additional ideas”.

Beyond the direct relation of a CI support centre with the local CI community, these places and spaces become a central point regarding the attractiveness of the city for both tourists and for those looking for innovation.



Roadmap

4.1. Objective

This roadmap is a general strategic overview plan related to the third thematic group for the establishment of a CI Support Centre. The transversal challenge of this group is to:

- Define and set up a concept for a “cultural&creative quarter(s)” that is client oriented through the support services tackling the CI business needs: access to know-how, skills and production support, growing innovative business and attraction of international talents”.

It can also serve as a communication tool for local policymakers and authorities on their way to revived small cities economies and communities, to help them articulate strategic thinking behind both the goal and the plan for getting there.

4.2. Local roadmap 1: Hala Minda, Reșița, Romania

4.2.1. Summary of local situation and desired outcome

Minda Hall’s rehabilitation and re-conversion is one of the priority projects of Resita City Hall and is currently in the process of elaboration of a feasibility study. Minda Hall is a former industrial hall designed in the spirit of Mies van der Rohe with Fachwerk type metal structure and glass panels, in an early stage of degradation.

The reconversion concept was developed by involving all types of local actors and the community, resulting in a project dedicated to creative industries aiming to stimulate entrepreneurship in a sector with a long local tradition - metal processing.

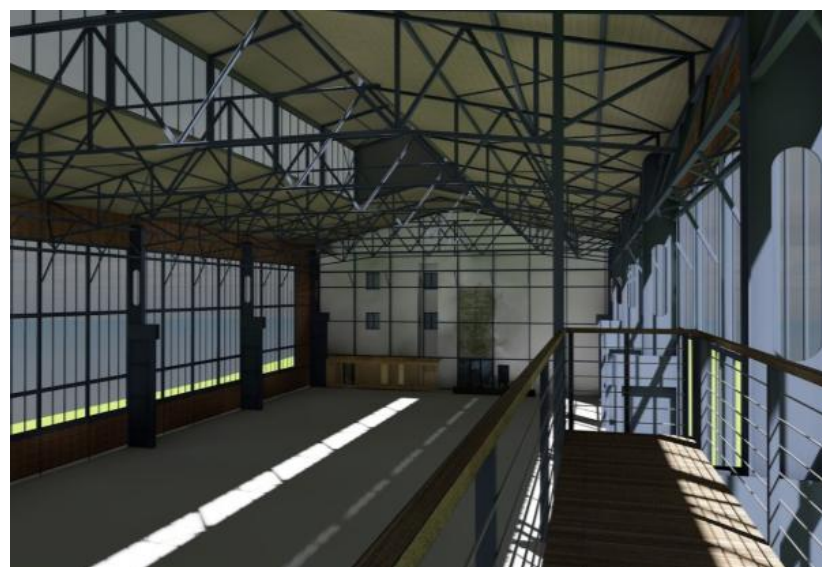


Figure 6. Hala Minda, piloting location, reconversion sketches.

Source: Resita Municipality

4.2.2. Goals for the pilot location

We aim to create a multifunctional space dedicated to the creative and cultural industries. The main features of the location:

1. Makerspace for the development of creative skills
 - Spaces dedicated to sculptors who will participate in artistic creation

camps for making large sculptures (1-2 months / year). The spaces will be equipped with equipment for finishing / retouching / assembling the works. The spaces will be open to possible outdoor exhibitions

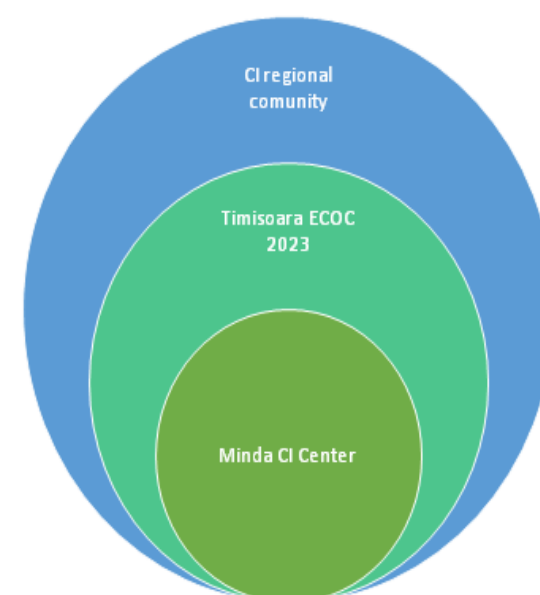
- Laboratories for students / pupils / companies / NGOs, in which, in addition to the equipment used by artists in the creative camps, smaller equipment (eg 3D printers, mini glass foundries, bronze, etc.) will be available.
 - Experimentarium for children / students who will have access to the makerspace facilities and new facilities for experiments that will be made available by schools, universities, etc.
2. Modular spaces with basic utilities, available for rent by local SMEs in the creative industries, which will make specific facilities for small series production and manufacturing (8 spaces).
 3. Integration inside the hall of some socialization areas with spaces equipped with the basic utilities and the connections necessary to obtain authorizations for:
 - an open kitchen where small events can be organized (meetings, workshops, etc.) - Kitchen Lab
 - a bistro
 - a cafe
 4. Modular arrangement of the interior of the hall to accommodate small events and concerts (max. 100 people), which will be organized occasionally. The space will be separated from the makerspace and the spaces for entrepreneurs
 5. Outdoor spaces arranged for sculpture exhibitions / events
 6. Artistic residence / mini hotel spaces - rooms equipped with bathroom each, common kitchen and social area

End of 2022 - feasibility study, concept concluded & funding application

In convergence with setting up the physical infrastructure the major challenge is to create the value added in order to generate and empower the CI community. Being part of the ecosystem,

West RDA aims to develop a portfolio of soft services in order to support the existing capacities to provide value added to the CI community. By the end of the project, West RDA is aiming to be able to deliver specific services to the regional CI community as a stand alone sector and to those CI entrepreneurs gathered around the Hala Minda Resita and other regional initiatives.

The following structure is presenting our approach to support several levels of CI communities mostly based on the available channels to interact in a constructive manner:



4.2.3. Major steps / milestones

Major steps/milestones are:

- Safety assurance and rehabilitation of Minda Hall
- Finalisation of the feasibility study and definition of the final concept for the location
- Identification/Creation of the management structure within the stakeholders' group
- Funding application
- Development of the portfolio of services and creation of the delivery process procedures. The services envisaged will consider the mix of activities planned for the piloting location. Based on this, we envisage three layers of services: education services for CI, entrepreneurship services related to the competence centre/makerspace and supporting services for events, workshops/trainings, socialization areas (kitchen lab, bistro, cafe etc)

4.2.4. Stakeholder involved and relevant for your activities

Stakeholders will be permanently updated with the project status and they will have the possibility to provide input along the entire pilot action implementation. Regular meetings and visits to the pilot location will be facilitated by Resita Municipality. The establishment of the management structure for the pilot location is at the moment a critical point to be discussed within the stakeholders' group.

Other topics considered are related to further development of the CI community, as well as connecting with national/international networks/partners, and developing collaborative projects/partnerships with like-minded organisations.

4.2.5. Sustainability

The business model developed in order to sustain the mix of activities to take place at the pilot location following the reconversion will ensure the sustainability of the project on the medium and long term, as significant part of the activities are economic activities. Each of the functionalities of the pilot location will be coordinated by one or a group of stakeholders who will commit to take over the management of the activity.

4.2.6. Recommendations and policy context

The potential of changing the local industrial urban environments with the help of CI sector is big, as the sector, by its nature is based on creativity and innovation. It is important to create a collaborative development environment and a hub culture.

Building a community project is about bringing stakeholders and organizations together, contributing to (re-designing) local economy, urban regeneration/revitalisation, business transformation by creating/diversifying (new)

businesses, programmes, services, partnerships, attraction of new partners&investors.

4.3. Local roadmap 2: Grašalković Palace, Sombor, Serbia

4.3.1. Summary of local situation and desired outcome

Description is provided in point 2.2.

4.3.2. Goals for the pilot location

- a creative industry support centre is running, open to new clients
- reviving the city cultural scene with innovative new industries on top of existing cultural institutions
- impulse to local economy from tourism and event revenue
- the CI sector is strengthened by education and counselling, they are ready to translate their ideas into business plans and implement them
- a support network for development of CI is established
- cooperation between CI and other industry sectors is enabled

4.3.3. Major steps / milestones

- refurbishment of the Grašalković palace
- equipping the space
- outreach in the creative community to spread the word of the CI support centre, via events, social media, face to face meetings
- gathering CI in support centre and enabling cooperation and networking among different branches of CI
- budgeting for overheads and promotional expenses (outside the Cinema project) to ensure sustainability
- in accordance with the needs of the creative community, elements of support (counseling, education) for their development have been designed

4.3.4. Stakeholder involved and relevant for your activities

The whole of the Grašalković palace will be managed by the City of Sombor through its property management enterprise (already located on site) and will be used by the Cultural Centre Laza Kostić. The proximity to all other cultural institutions will be a starting point for connections between the CI support centre clients and the local cultural scene. All cultural institutions and the city have a running mode of cooperation, where the CI support centre will also be included. The local festivals and other events are publicized by the city PR department and Tourism board, which is another service that will be utilized by the CI support centre at no additional cost.

The CI support centre is expected to slot into the existing network of cultural institutions and contribute by exposing the institutions and audiences to new and innovative cultural offer from CI.

4.3.5. Sustainability

Since the whole of the Grašalković palace will be managed by the City of Sombor through its property management enterprise (already located on site), financial sustainability is provided by that.

Additionally, it is expected that the education and counseling provided by support centre will impact the creation of new business models, which can help bring innovation and sustainability to traditional forms (i.e. local crafts) and lead to economic viability.

Together with that, established support centre will strengthen CI sector through transfer of knowhow, skills and improvements on human capital; it will support better visibility of CI on local level, create possibilities to growth in economic activity and new employment opportunities; support the creation of creative partnerships with other sectors, opening up new market opportunities, etc. and those changes will bring about sustainability of project results.

4.3.6. Recommendations and policy context

Creative industries as an innovative branch of industry which can be an impulse to the local economy.

What is needed is to listen to the needs and wishes of the creative community and enable them to express their potential, and at the same time educate them in areas that are from the domain of business and entrepreneurship, in order to enable CI to present their ideas, products and services to the wider community in the up-to-date and best possible way.

4.4. Local roadmap 3: CITT Bălți, Bălți, Republic of Moldova

4.4.1. Summary of local situation and desired outcome

The pilot location from Balti has a total area of 6054 m² and it is the future Centre of Innovation and Technological Transfer (CITT) in Balti municipality.

The whole building is to be revitalized from the National Fund for Regional Development with the contribution of development partners from USA, Sweden and Great Britain (furniture and equipment for the revitalized space). According to the project, about 14 equipped laboratories should be created on its premises.

Moreover, the Centre of Innovation and Technological Transfer will have:

- 4 rooms for specialized practical works;
- 1 administrative center;
- 1 IT incubator;
- 1 conference room with an area of 150 m²,
- 2 conference rooms with an area of 60 m²,
- 10 rooms for trainings.

To ensure its functionality, the laboratories and offices for start-ups, training rooms and conferences will be equipped with computers, accessories (printers, scanners, etc.), projectors,

boards, telephones / fax machines, furniture, etc., which will be used by researchers and start-ups.

The Centre is intended to serve as an innovation and economic accelerator for the North Region of the country. It will provide not only an access to the technology, but will support new initiatives, projects and products. It will also provide opportunities for networking activities to foster the cooperation between businesses, academia and researchers from the region for a better future.

At the moment, the modernization and construction works are taking place at the pilot location. After the full implementation of the project, the two blocks to be completed will be connected to electricity, water and sewerage networks, Internet and other telecommunications networks. The proposed date for the finalization of works is October 2021.

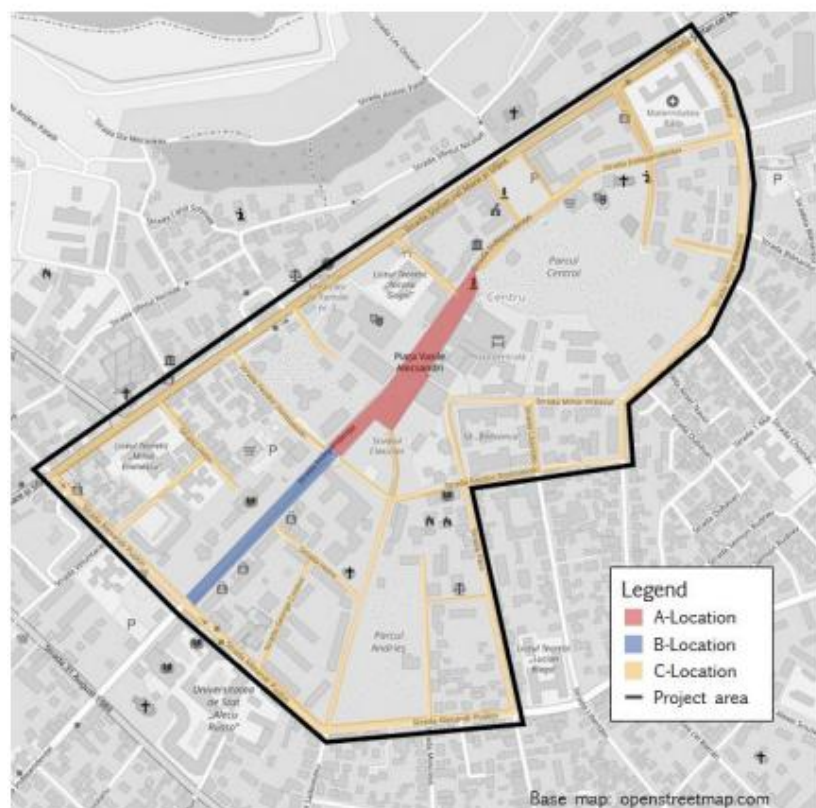


Figure 4. Piloting location CITT Bălți.
Source: ADR Nord

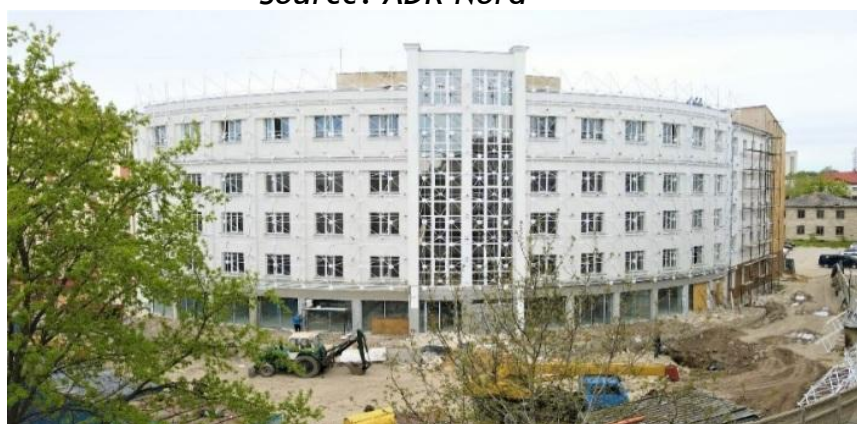


Figure 5. Piloting location CITT Bălți, construction works.
Source: ADR Nord

4.4.2. Goals for the pilot location

The goals for the pilot location to be achieved in the CINEMA project are:

- Developing tools for attracting new tenants from creative businesses within the rehabilitated pilot location;
- Facilitating the development of entrepreneurial skills of the inhabitants of the North Development Region and CI promotion;
- Contributing to the reduction of abandoned spaces within the urban areas

The desired outcomes are:

- Increased number of new tenants from the CI sector to the offices designed for start ups within the pilot location attracted;
- 1 portfolio of services for CI created;
- Enhanced number of cross fertilization initiatives between CI and traditional urban sectors;
- Increased number of start ups in the region

The implementation of the project will contribute to:

- development and efficient use of the creative and technological potential in emerging sectors;
- transfer of know-how and development of creative business environment;
- integration of research and future technologies into the socio-economic activities of the North Development Region (NDR).

4.4.3. Major steps / milestones

The creative industries sector are growing very fast and they are also very transformative in terms of creating new jobs and drive income generation. That is why, the Support Centre for Creative Industries has to adapt to the creative businesses' needs in order to offer good quality services. In this regard, we intend to focus on the following milestones:

1. Development of service portfolio

Some examples of services that we would like to develop and test are:

- Developing partnerships and linking creative businesses with the companies delivering services they need (HR companies, accountant service providers, recycling companies, etc.);
- Organizing capacity building programs, trainings, seminars;
- Facilitating the cross-fertilization between creative industries and companies working in other sectors.

2. Creation of toolbox for promoting the activities of the Support Centre for Creative Industries

In order to attract new tenants, it is highly important to inform a larger amount of people about the existing opportunities and the available spaces. In this regard, a toolbox for promoting the Centre and its services will be created.

3. Pilot testing of the service portfolio

Moreover, within the project *"Creation of the Centre of Innovation and Technological Transfer in the Balti municipality, North Development Region"* the infrastructure for the provision of research and technological transfer services and innovative businesses, start-ups will be improved. This also means more opportunities for creative industries sector, because CI will have a space to rent with modern laboratories located in the same building.

4.4.4. Stakeholder involved and relevant for your activities

Alecu Russo Balti State University is the host of the centre. The management structure will be created separately.

Association of Employers from the Manufacturing Industry will be involved in the activities for attracting new tenants and they plan to contribute with some equipment;

Automotive Cluster Moldova. The automotive sector is a potential client of the Centre for the cross-fertilization activities;

Dual education system providers can inform their students and practitioners about the centre and its services;

Scientific researchers, phd students, university students will be informed about the opportunities and are potential start-ups developers;

Start-ups and SMEs will be the beneficiaries of the activities and can disseminate the information about their success story.

4.4.5. Sustainability

The management of the Centre of Innovation and Technological Transfer will ensure the attraction of creative businesses as tenants of the Centre. Moreover, it is planned to become members of the COR association (association of creative industries) and this action will contribute to the implementation of the policy for creative sector development at regional level. COR association aims to support and represent companies and NGOs in the creative industries sector in Moldova by ensuring their growth, education and connection at the local and international level.

4.4.6. Recommendations and policy context

Taking into consideration that the CI sector develops intensively and the creative businesses should compete with international start-ups and SMEs, it is advisable to have the opportunity to deliver tailor-made services, adapted to their needs, individual economic context and target market.

It is always a good idea to base the services of the Centre on an existing model (transfer of know-how and best practices), but adapt it to the individual context and realities.

Cooperation with different kinds of stakeholders will increase the competitiveness of the provided services for CI.

Conclusions and Recommendations

In the third thematic group - Establishment of a CI Support Centre - our scope was to create a common learning and exchange knowledge between the three partners from three piloting locations regarding to how to establish a CI support centre in the respective locations (Romania, Serbia and Moldova).

In this activity, following a process of Design Thinking and training/guidance from the knowhow support partners, every partner country identified some challenges, which were transposed into a transversal challenge of the thematic group: to define and set up a concept for a “cultural&creative quarter(s)” that is client oriented through the support services tackling the CI business needs: access to know-how, skills and production support, growing innovative business and attraction of international talents. This challenge can be translated into following objectives:

- Increase the awareness regarding the potential of CI businesses to enhance the city transformation into a suitable destination for tourists, talents, freelancers and artists
- Facilitate between public stakeholders and private funding to develop a coherent production and innovation infrastructure for CI support centres
- Create a sustainable business case model for managing a CI community and the dedicated Support Centre

These challenges were transposed into a common developed roadmap which defines the piloting location’ vision/measures/activities, which are on their way to revive the small cities&their local economies and communities.

Mixed expert opinions, as well as recommendations from different stakeholders/project partners when establishing a CI support centre, backed up by support

services, that came out from different discussions/meetings/workshops are:

- Experts from the local level are stating the importance of the CI from the business perspective in terms of diversifying services, promoting local authentic services and increasing foreign investment. Overall the general policy impact is the sustainable development (Dan Moraru, Balti City Hall).
- The potential of changing the local industrial urban environment is huge. CI can make a big difference between a community that is focused on production or manufacturing versus a community that creates added value through the products and services it develops (Norbert Tako, Faber Timisoara).
- A branch of the economy that is developing very rapidly, especially in Novi Sad as the next European Capital of Culture, the implementation of which will involve actors from creative industries, with special emphasis on the local economy, and will also have a regional character in the form of CI cooperation. CI in Novi Sad gave their contribution to the development of the City, and a clear example of the transformation of development and regeneration is a larger number of new workspaces for actors in culture, which created more space for better work and greater development of CI. (Dragan Aleksić, City of Novi Sad).
- I believe that the CI sector is not sufficiently connected with the tech & business sector thus, not that many opportunities arise. This is a focus of several stakeholders of the local community to bring together these sectors and facilitate the interaction between them. The CI sector could definitely make a difference in the way community challenges are tackled. (Andrei Munteanu, Cowork Timisoara).

- Nowadays Creative Industries potential is not explored at maximum. If other industries are focused on generating money first, for the creative industries this is not always the case. Sometimes individuals are very creative and doing things for their pleasure, less thinking about generating of many revenues from it. The support provided to CI on the development of suitable business models and on possible synergies with other business, communities, cities, etc is very welcome. (Vadim Iatchevici, National Agency for Research and Development).
- The potential of changing the local industrial urban environments with the help of CI sector is big, as the sector, by its nature is based on creativity and innovation. It is important to create a collaborative development environment and a hub culture.
- Building a community project is about bringing stakeholders and organizations together, contributing to (re-designing) local economy, urban regeneration/revitalisation, business transformation by creating/diversifying (new) businesses, programmes, services, partnerships, attraction of new partners&investors.
- Creative industries as an innovative branch of industry which can be an impulse to the local economy.
- What is needed is to listen to the needs and wishes of the creative community and enable them to express their potential, and at the same time educate them in areas that are from the domain of business and entrepreneurship, in order to enable CI to present their ideas, products and services to the wider community in the up-to-date and best possible way.
- Taking into consideration that the CI sector develops intensively and the creative businesses should compete with international start-ups and SMEs, it is advisable to have the opportunity to deliver tailor-made services, adapted to their needs, individual economic context and target market.
- It is always a good idea to base the services of the Centre on an existing model (transfer of know-how and best practices), but adapt it to the individual context and realities.
- Cooperation with different kinds of stakeholders will increase the competitiveness of the provided services for CI.



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