

# CCI POLICY PAPER FOR THE CITY OF CHEMNITZ, SAXONY

---

**English Summary**

**Final version  
03 2022**

---



T1.3.3



Reporting Period 6



PP1, Economic Development Corporation, City of Chemnitz



Boris Kaiser  
kaiser@cwe-chemnitz.de

## 0. Abstract

Chemnitz is an industrial town. In these times, another industrial transformation is re-shaping the city. Supported by a regional focus group, the Economic Development Corporation of the city (CWE) outlined 7 strategic recommendations for Chemnitz to make use of “Creativity as a key in the industrial transformation process”.

## 1. Introduction

From 1990 until the beginning of the new millennium Chemnitz lost between 60,000 - 70,000 people due to emigration. The quantitative losses of these years took not only skilled workers, but also creative potential. It was possible to stabilize technical professions (through re-training, etc.), but it was not possible to stabilize the creative professions and cultural development on the same level.

It has been a hard challenge to counteract this development. Thanks to the constant efforts of key stakeholders and manifold interventions, the cultural and creative sector in the industrial region of Chemnitz is becoming more and more acknowledged and its role in the transformation process accepted. Key milestones on that way were

- Morgenstadt process (2015-16)
- Drafting of cultural strategy Chemnitz 2030 (2018)
- Bidbook process and awarding of title European Capital of Culture 2025 (2020)

Still, constant input into the political system as well as orientation of stakeholder arena is needed to fuel this dynamic process. Therefore, main intention of the policy paper is to

- achieve further sensitization and commitment regarding CCI on local levels of policy making in Chemnitz and its surroundings;
- serve as a joint basis of understanding for all stakeholders related to CCI in Chemnitz (and its surroundings).
- address the freestate of Saxony as the key policy frame setter.

## 2. Main Policy Contents

The policy paper is headlined “Creativity as key in the industrial transformation process - seven strategic recommendations for Chemnitz“.

The contents of the InduCCI policy paper are structured in following main chapters:

- Preamble
- List of contents
- Origin and purpose of the paper
- The Industrial Tomorrow City: Trends and Influencing Factors
- Forward-looking policy for an uncertain future

- Timetable
- 7 Key recommendations

In the following, we outline the content of the single chapters.

## Preamble

The document starts off with an atmospheric introduction outlining what might be the future if no adequate political measures are taken now.

## Origin and purpose of the paper

Here, the paper refers to the InduCCI project and the project's regional focus group as the stakeholder force behind the paper.

Further on, we name the key target groups for the paper and their response intended by us:

- local policy Chemnitz - adopt the paper and consider it when setting up other strategies, e.g. programming of Just Transition funds;
- local CCI stakeholder arena Chemnitz - use the paper as memorandum of understanding and as orientation for cooperation with the region;
- regional policy Saxony - consider the strategy as superior policy frame setter.

Apart from these, we hope to influence stakeholders in the wider region around Chemnitz.

## The Industrial Tomorrow Town: Trends and Influencing Factors

This chapter compiles key drivers which will shape the industrial transition. Amongst them are automation, e-mobility, carbon reduction, circular economy. These will bring with them societal reactions like insecurity which pose a challenge to social cohesion.

As well, we mention non-industrial factors to be considered for the industrial tomorrow city as demographic trends and thorough digitization of work and life.

## Forward-looking policy for an uncertain future

This chapter is a reasoning leading to

- the final claim that creativity should be fostered as a key competence in the industrial transition and
- the proposal of 7 key strategic recommendations.

The reasoning is built up along following 4 guiding questions for each of which we propose answers.

**(1) Why does Chemnitz need political foresight and courage right now?**

Only smart, anticipating and daring policy-making allows Chemnitz to retain steering control in the transition process which will otherwise happen naturally with undesired effects. This transition will only be successful if economy and society are open towards change. This requires safe navigation under change which in turn asks for appropriate acting competences.

**(2) Why do we advocate creativity as the key to industrial change in Chemnitz?**

Creativity is one of the key (albeit underrated) acting competences - especially for such complex and hardly predictable challenges as the industrial transition. It adds a substantially different dimension to the methodological toolbox of rational or technical approaches: It uses creative impulses to think and act in new ways.

In the past, the region of Chemnitz has repeatedly demonstrated its creative competence: The pioneers of industrialisation are just as much a part of this as the improvisational art of the GDR era. Creativity is also more or less at home today, in everyday life, in grassroots movements and in institutions in the region - but is often not named as such: For example, technical invention is in essence also creative activity.

Creativity needs curiosity and a free spirit. The Capital of Culture is a unique instrument to strengthen the region's creative competence at all levels.

**(3) What is the role of the cultural and creative sector in industrial change?**

The cultural and creative sector is the umbrella branch for non-technological creativity.

Their alternative methods of access to innovation are in themselves highly relevant to industrial transformation. Moreover, the industrial products, technologies and services that will generate high returns and provide economic stability in the future are those that have been developed based on user expectations and are socially accepted. For this, industry needs a high degree of cultural and social understanding as well as data. Both are predominantly generated in the cultural and creative industries.

The cultural and creative industries can also contribute significantly to social development: Cultural and creative workers are not only masters of coping with uncertain situations and finding unconventional solutions, but often also have special mediation know-how.

It requires political courage - especially in an industrial town - to give the cultural and creative industries a similar status as industry and technological research. For this, politics must not only be oriented towards the conventional monetary or production-based indicators known from the industrial context. In the long run, it will be more sustainable - also for industry itself - to link political decisions much more strongly to other criteria such as social openness, versatile innovativeness and cooperation across sectoral boundaries.

At the same time, the cultural and creative sector itself must continue to grow into their key role, professionalize and adapt its 'language' to the region.

Only a collaborative ambition of industry, technological research and the cultural and creative sector - all the way to common value systems and funding frameworks - can serve as a stable foundation for the Industrial Tomorrow Town.

#### **(4) Where should politics provide support?**

Here, we provide an overview over the 7 key recommendations to policy-makers on how to increase the region's creative competence with a view to industrial change:

- (1) **Rethink industry:** creativity as the basis of future value creation;
- (2) **Introduce K-MINT:** Expand technology orientation in education to include creativity;
- (3) **Create infrastructures:** Promote creative places, use industrial spaces differently;
- (4) **Build creative capacity:** Create, network and integrate resources in a targeted manner;
- (5) **Provide orientation:** Accompanying urban society through industrial change with culture and creativity;
- (6) **Leveraging impact:** Achieving more through regional cooperation and strategic integration;
- (7) **Be a role model:** Apply creative methods in local politics and administration.

## Timeline

Here, we present a list of next steps that we foresee to bring the strategy paper to power, amongst others:

- Feb 22: Adoption by supervisory board of CWE, Chemnitz
- Mar 22: Presentation of the paper towards the European working group, Chemnitz city council
- Mar 22: Presentation of the paper towards Saxon ministry of regional development
- Oct 22: *City council meeting dedicated to sensitisation and usage of creative methods in political and administrative work*
- Nov 22: *adoption of key contents of the policy paper by the city council*
- 22+: *Integration of key contents in other strategies of Chemnitz and Saxony*

## 7 Key recommendations

For each of the 7 recommendations, we follow an identical structure along three questions:

### **(1) WHY this key recommendation?**

Here, we outline the recommendation in more detail.

### **(2) WHAT are appropriate measures and HOW could they be achieved?**

Here, we propose concrete measures, most of them related to own or other partners' InduCCI testcases.

### **(3) WHO is responsible?**

Here, we name specific key stakeholders who we consider specifically in charge of implementing the single recommendation.

## **3. Applied Approach and Transnational Value**

We set off with a regional policy analysis at the beginning of InduCCI in 2019. As part of this, we checked not only local but also Saxon state strategic documents.

In the course of the project, we enjoyed an intense exchange with the partners on policy paper processing. We used several meetings for receiving feedback on our own paper as much as for gaining input from other partners' presentations. As well, there was a distinct exchange with the InduCCI transnational policy recommendations.

The paper was developed by CWE together with its regional InduCCI focus group which itself was composed of a wide range of CCI stakeholders in our town and its surrounding region (intermediaries, industry representatives, administration, industrial museum officials, etc.). In a dedicated first meeting in March 2021, the focus group did a brainstorming on relevant strategy contents. In a second meeting in September 2021, the focus group discussed a meanwhile developed draft version.

In March 22, the paper was presented to the European working group of the city of Chemnitz and endorsed by it.

## **4. Expected Impact and Benefits**

The existence of the paper and its adoption will keep the topic of CCI as industrial transformer on the agenda of policy makers and CCI stakeholders in Chemnitz also after project end.

Policy makers are expected to use the strategy as a basis for requests towards the freestate of Saxony.

CCI stakeholders can now refer to the strategy for claiming local, regional and Saxon state political action.

Each of the 7 recommendations includes a dedicated paragraph on appropriate concrete practical measures - a profound source for further action planning.

We expect an improved integration of CCI and the visibility of the sector to companies, service providers and administration. We also expect more political legitimacy, more

resources, especially personnel, more funding opportunities and the reduction of bureaucracy.

Key beneficiaries of this paper are local policy makers as much as CCI stakeholders. Indirect beneficiaries are policy makers and CCI stakeholders in the wider region of Chemnitz as much as the political level of Saxony.

We are hoping for uptake of strategy contents via Just Transition programming for Chemnitz.

## 5. Sustainability and Transferability

Since the strategy formulates claims which reach beyond project end, it naturally makes for sustainability. With the timeline fixed in the paper, next concrete steps are pinned down.

Apart from that, the paper is laid out for geographic roll-out to the wider region of Chemnitz as much as for influencing Saxon-wide strategies. Key recommendation no. 6 explicitly targets this aspect.

Key recommendation no. 7 proposes to policy makers and public administrations to incorporate creative skills in their own environments. Such self-experience will add to overall sustainability of the strategy paper.

Especially strategy layout and focus group process seem replicable in other territories. Also, the strategy contents can be used as a check-up. Greatest benefit can be expected for towns in similar circumstances i.e. that see potential of creativity and CCI for their industrial transformation.

When developing the strategy, it proved helpful that we could build on a preceding policy process. As well, checking out higher-level strategies for gaps and including respective side-kick fill-ins proved effective.

## 6. Annexes

Full version of the Regional CCI Policy Paper added as an annex.