



CCI MAPPING ANALYSIS METHODOLOGY

CCI mapping methodology for cultural-led
development of European small and medium
sized cities

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Introduction

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Purpose

The Joint CCI mapping methodology is the first part of deliverable in WP2: D.T2.1.1 “Preparation of joint CCI mapping methodology, provision of support for local implementation”.

The CCI mapping takes the project one step further than the GAP analysis. According to the application and its original intention, the purpose of the GAP analysis was to sensitize the partners towards the new topic of Cultural and Creative Industries and their role in economic and social development in small and medium sized cities. The CCI mapping has a different purpose, it aims at establishing objective facts about a city’s CCI and cultural resources based on sound data so that a city can position itself in the field of CCI productivity and value production and prepare itself to take further action in nurturing the sector.

Based on fundamental knowledge about CCI and its particular role in urban development on the one hand (already provided and initially discussed during the Kick-Off Workshop) and newly acquired knowledge about the site-specific potentials of a cultural-led social and economic development in each partner city on the other hand (by way of the previous GAP analysis) the partners are expected to carry out a CCI mapping at each location.

The CCI mapping shall provide a detailed picture of the current state of the CCI as well as of the current state of the cultural resources in the partner cities based on sound and comparable data. However, also more general data about the partner cities’ current state of affairs are of interest in order to get a wholistic picture about the social, cultural and economic situation of the cities.

The British Council (2010) describes CCI mapping in the following way: It “focuses on both identifying CCI-relevant local objectives on business/policy levels & on organization/financing/cooperation/ policy-focused fact-finding, exploring existing/potential creative products/services/ audiences”. CCI mapping activities consist of a “series of analytic methods for collecting and presenting information on the range and scope of the creative industries. Mapping is intended especially to give an overview



of the industries' economic value, particularly in places where relatively little is known about them".¹

Mapping serves the following main purposes:

- It rises the profile of the ,nontraditional' & dynamic CCI sector (awareness, visibility)
- It creates a common frame of reference for perception, interpretation and communication
- It helps all parties involved to learn about the sector
- It engages political leaders
- It serves planning purposes
- It opens up the horizon of all people involved and encourages comparisons with other cities and best practices
- When regularly reiterated, it can track and document further developments

Thus, together with the GAP analysis, the CCI mapping will create the preconditions and a favourable environment for developing CCI and cultural resources in the cities during the strategy and action planning phase due in 2020. It belongs to the sound status quo assessment activities in STIMULART.

The difference between the two types of status quo analyses is in their different depths and their different foci. The GAP analysis has focused on the visible gaps of CCI using a qualitative approach and has resulted in a report that could be produced rather quickly and efficiently. The CCI mapping is far more detailed and relies on quantitative, comparable statistical data. The different depths of analysis are reflected in the different kind of data gathered, workloads and resources dedicated to the respective activities in the application.

The resulting CCI mapping should be used as basis and template for MONITORING the progress in the CHANGE happening to CCI features expressed via statistical indicators by the partner cities in the future, f.e. to show developments in the CCI sector also in respect to measures taken during the project.

Construction principles and information sources for the instrument

The CCI mapping methodology draws from several sources of already existing mapping methodologies of cities adapted to the specific conditions of small and medium sized cities. There exists a vast amount of different mapping instruments for cities including city rankings for many kinds of purposes. However, there is a surprising scarcity when it comes to mapping instruments adapted to the special conditions of small and medium sized cities with regard to the topic of CCI and cultural resources. The mapping analysis in STIMULART draws on the following resources which have been carefully reviewed and

¹ British Council 2010, Mapping the Creative Industries - A Toolkit. (Creative and Cultural Economy series / 2.)
https://creativeconomy.britishcouncil.org/media/uploads/files/English_mapping_the_creative_industries_a_toolkit_2_-2.pdf [Last Accessed, 4th June 2019]



adapted to the specific characteristics of small and medium sized cities in order to capture the particular dynamics of CCI and cultural resources in cities of this size.

- *the contents of the GAP analyses report under preparation which considers the outputs from stakeholder group activities in each city*
- *comparative qualitative multi-case field study research in the project partner cities as a supplementary activity in the project*
- *general descriptive data about cities of every size*
- *city indices descriptively measuring the general dynamic of cities and their quality of life*
- *mapping reports for CCI on country level (i.e. Germany)²*
- *mapping reports for CCI in global cities (i.e. London)³*
- *Creative Cities Indizes (f.e. Charles Landry, Richard Florida)*
- *EU Cultural and Creative Cities Monitor (C3 Monitor)⁴*

The present CCI mapping methodology is a blend of all those sources and very much informed by both the contents of the GAP analyses report under preparation including the outputs from stakeholder group activities in each city and the comparative qualitative multi-case field study research conducted in the project partner cities so far. The measures finally chosen are based on both theoretical reasoning and pragmatic considerations. In contrast to the countless city indexes it takes a descriptive approach to mapping small and medium sized cities without any computational output (like a single digit on a scale). It focuses on identifying the most appropriate data to depict SMC as informative as possible in regard to CCI and cultural resources as a complex social phenomenon, and it encourages correct data collection and representation.

Technical Information (Deadline)

The lead partner has set a new deadline: We expect you to deliver the local CCI mapping reports by 31.01.2020. Please, send the final project partner level reports to both the lead partner and RUNI.

Format

Write in English and in your national language.

² <https://www.bmwi.de/Redaktion/EN/Publikationen/Wirtschaft/monitoring-report-cultural-and-creative-industries-2018.html> [Last accessed, 4th June 2019]

³ https://www.london.gov.uk/sites/default/files/working_paper_89-creative-industries-2017.pdf [Last Accessed, 4th June 2019]

⁴ Joint Research Centre (European Commission) (2017), The cultural and creative cities monitor. <https://publications.europa.eu/en/publication-detail/-/publication/10974a58-62f5-11e8-ab9c-01aa75ed71a1/language-en> [Last Accessed, 4th June 2019]



The report consists of two files. The first file is the Excel table consisting of the different sheets (and related data sheets):

1. *General Information about the City*
2. *Demographic Information*
3. *Labour Market*
4. *Housing Market*
5. *CCI & Cultural Resources*

The second file is this word document.

Please, use this template and the document structure presented below for your report.

The instructions are written in *Italics*, serve as a guideline for each chapter and subchapter. Please adhere to these instructions as much as possible, and delete them in the final report.

- *Lengths: The local-level CCI mapping report is supposed to address every issue or variable mentioned in the methodology as complete as possible. Please, feel free to make the report as comprehensive as necessary to describe, show and illustrate the CCI and the cultural resources of the partner city by diagrams and tables.*
- *Form of the report: Please, write a full descriptive report and discuss every variable (from the Excel-file). Discuss related variables together. Illustrate your report using suitable diagrams. Take as best practices reports cited in the footnotes 2 and 3 above.*
- *GAP analysis: Please, connect and relate the arguments from your city's GAP analysis with the data observed, try to support and substantiate you claims with data.*
- *Data integrity: Please, try to fill in the excel sheet as complete as possible. When you can't find the required data in already established data bases, please, try to create them or try to find substitutes. **When you either create data or report substitute data, please, specify how you did collect the data and from what sources and why you think the presented data serves as a substitute for the data originally asked for.** Please, do so in an annex to the report.*
- *Time series data: Whenever you are asked to collect time series data, please, create for every variable a table in the respective sheet with proper referencing. Please, use the example given in sheet 1a time series data for the Variable No. 1.1. Number of inhabitants (2007-2018). Make sure that the data fields in your tables have the right format for numbers (i.e. numbers, percent, currency etc.). Also, create meaningful illustrations from the data such as diagrams to make dynamics and proportions visible and comparison possible. Use those diagrams in your report.*



- *Find more specific comments on the data and how to present them in the template further below.*

Research methods, tools, and sources of data

- *Literature, document and website analysis: seeking information in existing literature about the topics of the mapping analysis*
- *Desk research of existing statistical data*
- *List of research data bases:*
 1. *Eurostat*
 2. *National statistical offices*
 3. *Labor offices, social insurance statistics, health insurance statistics*
 4. *Municipalities, counties, regions*
 5. *Chambers of commerce*
 6. *Internet sources*
 7. *Cultural and creative institutions and enterprises*
- *Descriptive data collection from interviews with experts or representatives of public institutions or companies in your city; you may have to talk to other experts than in the GAP analysis; however, where applicable, you can use the information gained from the interviews of GAP analysis*
- *The CCI mapping methodology uses definitions of the German system by default setting, for two reasons: a.) Germany has established one of the most advanced CCI mapping report routines; b) the German system's definitions apply to two out five cities in the project. When you have a different definition operational in your country (Hungary, Italy, Slovenia), use your national definition, but account for this change in your report. To use the national specific definitions is also important because they very often either orient the statistical data collection or are oriented by the statistical data available.*
- *Some data may not exist on the local level. In this case, use data of one statistical level higher (region, country). However, the size of the cities in the project often allows us to **make an own survey**, because the structure of the economy is rather clear, the networks are rather tightly knit, and knowledgeable people are rather easily approachable. When the data of a higher statistical level is rather meaningless, as would be the case in Kamnik where the region includes Ljubljana, it would be sensible to compile a data set specific for the city.*
- *Some data may not even exist on higher statistical levels in your country. In this case, try to find suitable substitutes or expert estimations of the phenomenon based in its definition. Here is a likely example for such a case: In Germany, we have the concept of retail centrality. The Retail centrality index measures the retail spending*



coming from surrounding areas of the city in relation to retail spending the city emits to those areas ($\text{Retail Turnover in \%} / \text{Retail Spending in \%} \times 100$). A value above 100 means that the city attracts consumption spending from the surrounding areas, a value below the opposite (for example, because there is a huge shopping mall in the neighbourhood drawing consumption spending from the city centre.) Please, if you can't find such data, try to estimate as exactly as possible the value for your city by interviewing experts with different perspectives and drawing sound conclusions. Specify the reasoning behind the substitutes and why you think they are supposed to represent a close resemblance to what has originally been asked.

- Sometimes you are asked to provide time series data. It is easily possible that you will find some suitable data for some years of the time series indexes, but not for the whole period. However, state the time series as complete as possible. Always use the most "recent" data available. When you encounter incomplete data, explain the reasons for the uncovered time periods. Try to find substitutes for the lacking time series data, including expert estimations about the dynamics.

1. General information about the city

Please, go to the sheet "1. General Information" in the Excel file and see the 26 variables (1.1 - 1.25) there. This chapter is rather straightforward. You may know the variables from other city indexes already. The chapter has a focus on centrality measures of the city.

Please, create charts for the variables with time series data to show developments more clearly. Where possible and sensible, group data time series together in one chart (f.e. 1.3 & 1.4; 1.5 & 1.6; 1.10 & 1.12 & 1.13 & 1.14; 1.15 - 1.18; 1.21-1.23; 1.24-1.26)

The definition of an enterprise uses the German threshold for marginal self-employment. For the non-German partner cities: use your own national definition and specify your national threshold for marginal self-employment.

Include in your report an actual **organigram** of the city's administration.

2. Demographic information

Please, go to the sheet "2. Demographic Information" in the Excel file and see the 6 variables (2.1 - 2.6) there. This chapter is rather straightforward. You may know the variables from other city indexes already. The chapter has a focus on youth dynamics.

Please, create charts for the variables with time series data to show developments more clearly. Where possible and sensible, group data time series together in one chart (f.e. 2.3 - 2.5)



3. Labour market

Please, go to the sheet “3. Labour Market” in the Excel file and see the 9 variables (3.1 - 3.9) there. This chapter is rather straightforward. You may know the variables from other city indexes already.

Please, create charts for the variables with time series data to show developments more clearly. Where possible and sensible, group data time series together in one chart (f.e. 3.1 - 3.4; 3.7 & 3.8).

4. Housing market

Please, go to the sheet “4. Housing Market” in the Excel file and see the 15 variables (4.1. - 4.15) there. This chapter is rather straightforward. You may know the variables from other city indexes or mapping activities of the real estate sector already.

We included this section in the mapping activity since lower rents and prices for real estate can be considered as a comparative advantage for settlement decisions made by people and enterprises.

Please, note, that the report is asking you for providing the values for both the city and the country level for five variables.

Please, create charts for the variables with time series data to show developments more clearly. Where possible and sensible, group data time series together in one chart (f.e. 4.2 - 4.7; 4.8 - 4.11; 4.13-4.15).

5. CCI & Cultural and Creative Resources

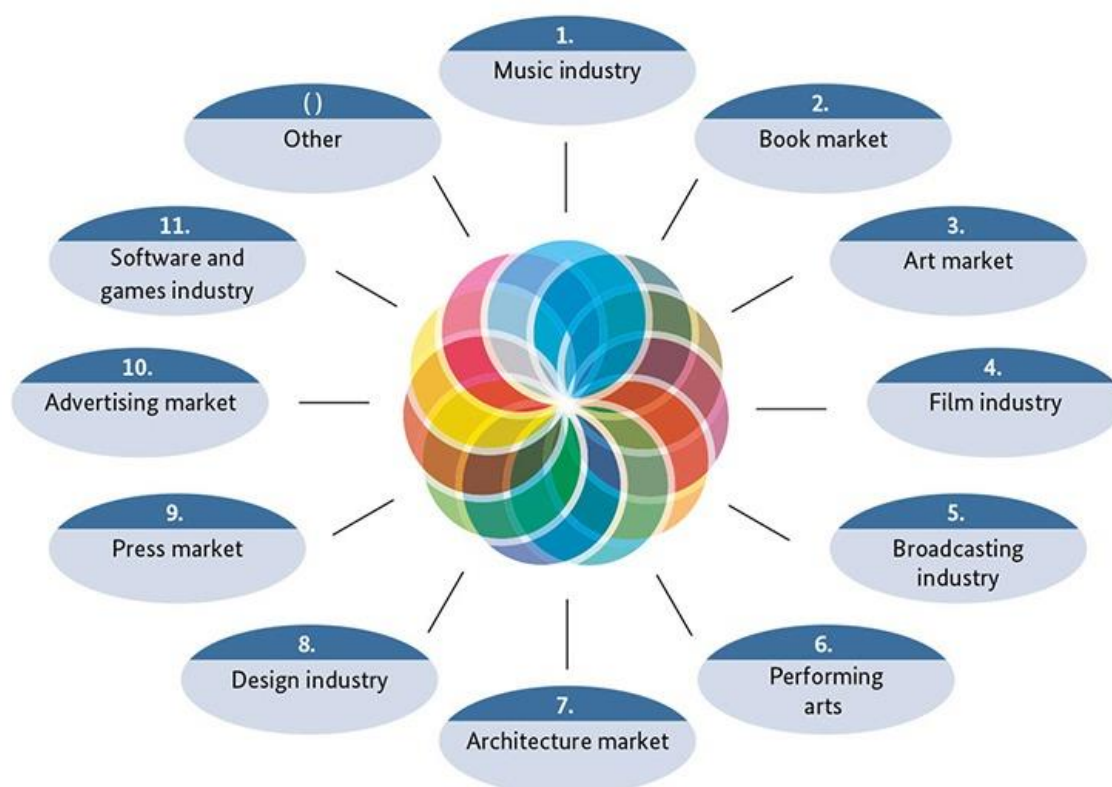
Please, go to the sheet “5. CCI & CC Resources” in the Excel file and see the 12 Dimensions and 148 variables (5.1.1 - 5.12.7) there. This chapter is the core of the CCI mapping methodology. You may know the variables from other CCI indexes or CCI mapping activities already. Indeed, the methodology is informed by two approaches to CCI mapping. It draws on the EU Cultural and Creative Cities Monitor on the one hand and on the mapping methodologies of both the German Federal Ministry for Economic Affairs and Energy and the London’s creative industries 2017 report by the mayor of London (see Footnotes 3 & 4 above) on the other hand. Although it is informed by the C3-Monitor, the methodology is not interested in data computation and a final index result, but rather in a broad descriptive approach based on sound and comprehensive data that shows the development of the city’s CCI and cultural and creative resources and that can serve as a basis for comparisons with cities of different sizes or reports on a regional, national, or international level as well as for future reports.

*For this mapping methodology we have used the German definition of the CCI sector as the default setting. Please, see the illustration below. It is **your task** to adapt the methodology according to your nation’s definition of the CCI sector and the system for statistical data on local, regional, and national level.*



Start this chapter with an introduction about how your country defines the CCI sector and what data about the sector are generally available!

Most of the variables are broken down to the different CCI sub-market levels. This offers the opportunity to have an in-depth look into the structure of CCI in the cities and, using time series data, its dynamics showing different sub-dynamics in the various segments happening at the same time.



Please, go to the sheet “5. CCI & CC Resources” in the Excel file and see the 17 variables (5.1.1 - 5.1.17) in the dimension “Cultural Venues & Facilities” first. Fill it in and come back to write a summary in this document. List and name the sights and landmarks (5.1.1), rank them and comment on them in relation to your city’s identity (see GAP analysis). Also, comment on any variable 5.1.2-5.1.17 when you think it is appropriate to know more qualitatively.

Please, go to the sheet “5. CCI & CC Resources” in the Excel file and see the 13 variables (5.2.1 - 5.2.13) in the dimension “Cultural Participation & Attractiveness”. Create charts for the variables with time series data to show developments more clearly. Where possible and sensible, group data time series together in one chart.

Please, go to the sheet “5. CCI & CC Resources” in the Excel file and see the 24 variables (5.3.1 - 5.3.24) in the dimension “Cultural and Creative Industries: Jobs”. Beside the total number of jobs in the CCI sector and its various sectors, we are also interested in highlighting the structure of jobs in the sector by certain variables.



Again, we use the German definitions as a default setting. Please, make the appropriate adaptations according to your national definitions.

Create charts for the variables with time series data to show developments more clearly. Where possible and sensible, group data time series together in one chart. See the mapping reports for Germany and London for inspiration and informative ways how to handle the data and how to depict them in an informative and instructive way.

Three kinds of representations are of interest. 1.) A table showing key variables on CCI, 2.) Illustrations showing the share of the individual submarkets in a single point in time, 3.) Graphs showing the dynamics using time series data.

Please, go to the sheet “5. CCI & CC Resources” in the Excel file and see the 13 variables (5.4.1 - 5.4.13) in the dimension “Cultural and Creative Industries: New Jobs in CCI”.

Create a chart for the time series data to show developments more clearly.

Please, go to the sheet “5. CCI & CC Resources” in the Excel file and see the 14 variables (5.5.1 - 5.5.14) in the dimension “Cultural and Creative Industries: Gross Value Added (GVA)”.

Create a chart for the time series data to show developments more clearly.

Please, go to the sheet “5. CCI & CC Resources” in the Excel file and see the 14 variables (5.6.1 - 5.6.14) in the dimension “Cultural and Creative Industries: Turnover”.

Create a chart for the time series data to show developments more clearly.

Please, go to the sheet “5. CCI & CC Resources” in the Excel file and see the 14 variables (5.7.1 - 5.7.14) in the dimension “Cultural and Creative Industries: Enterprises”.

Create a chart for the time series data to show developments more clearly.

Please, go to the sheet “5. CCI & CC Resources” in the Excel file and see the 13 variables (5.8.1 - 5.8.13) in the dimension “Cultural and Creative Industries: Gross Value Added (GVA)”.

Create a chart for the time series data to show developments more clearly.

Please, go to the sheet “5. CCI & CC Resources” in the Excel file and see the 3 variables (5.9.1 - 5.9.3) in the dimension “Intellectual Property & Innovation”.

Create a chart for the time series data to show developments more clearly.

Please, go to the sheet “5. CCI & CC Resources” in the Excel file and see the 16 variables (5.10.1 - 5.10.16) in the dimension “Human Capital & Education”.

Create a chart for the time series data to show developments more clearly.

Please, go to the sheet “5. CCI & CC Resources” in the Excel file and see the 3 variables (5.11.1 - 5.11.3) in the dimension “Openness, Tolerance and Trust”.

Create a chart for the time series data to show developments more clearly.



Please, go to the sheet “5. CCI & CC Resources” in the Excel file and see the 7 variables (5.12.1 - 5.12.7) in the dimension “Infrastructure”.

6. Local good practice report

6.1. Introduction: Definition and Purpose

A CCI Repository will be one of the final products of the StimulART project. A repository is a tool that aims at offering a larger number of good practices from which not only the project partners can learn but also other cities of similar size in Central Europe and beyond. At the same time, the repository captures, stores, and presents the results of StimulART.

A good practice can be understood as a method or process (a chain of coordinated actions of cooperating partners) that has been proven by experience or research to work reliably well and to lead to desired results. For it can be replicated under different circumstances a good practice can be recommended as a model. Thus, its criteria can be summarized as:

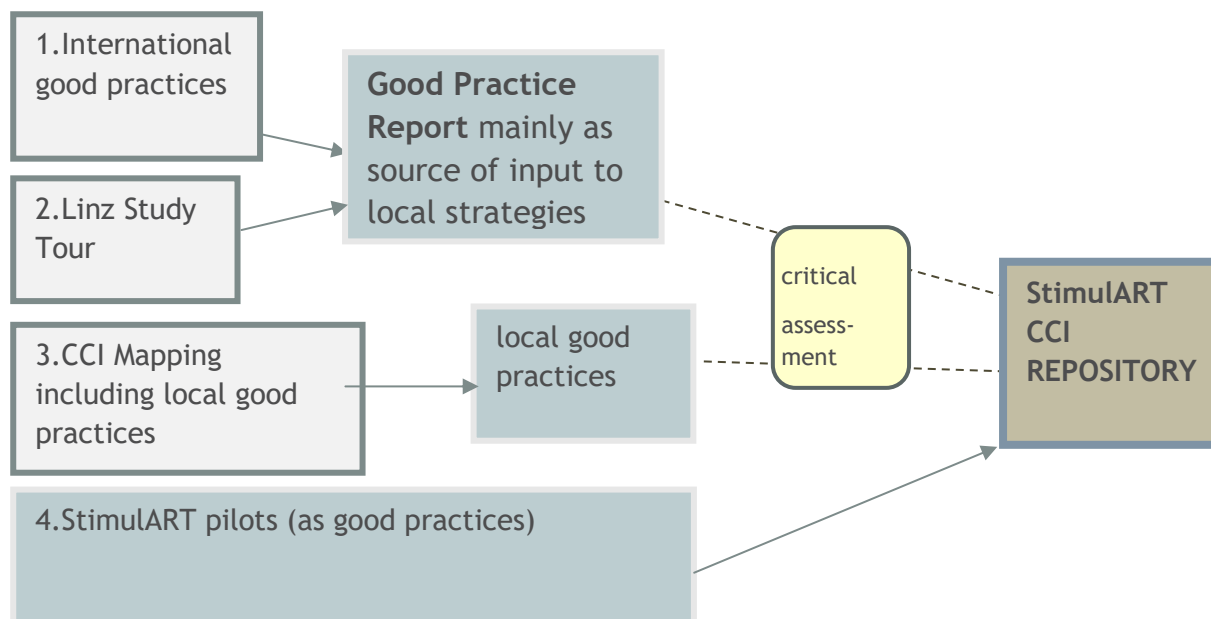
- *Effective* - the practice works and achieves results that are measurable
- *Efficient* - the practice produces results with a reasonable level of resources and time
- *Relevance* - the practice addresses the aims in the StimulART project
- *Sustainability* - the practice is implementable over a long period with the use of existing resources
- *Cooperative* - the practice involves satisfactory collaboration between several stakeholders
- *Community* - the practice involves the participation of the affected communities
- *Adaptable and replicable* - the practice is replicable elsewhere in the region, country, or EU
- *Commitment* - the practice has support from the key stakeholders, including local authorities

The following provides you with

- information about how local good practices relate to the overall CCI Repository
- information about how international good practices differ from local good practices
- and finally, **a template for identifying, collecting, and describing local good practices as related to CCI mapping in “D.T2.1.1 Preparation of joint CCI mapping methodology, including collection of local good practices”**



In StimulART several distinct deliverables produce direct and indirect input for the CCI Repository in the series of steps outlined below.



Source: Illustration taken from the StimulART International Good Practices Benchmarking Guideline Document

The StimulART CCI Repository will be the final product of consistent collection and assessment of good practices arising from partners’ own research, direct experience with solutions, use of adapted new knowledge and also their pilot products and practices.

The activities necessary to realize the CCI repository belong to different work packages according to the project framework set by the final application. See for more details the table below (reproduced from the StimulART International Good Practices Benchmarking Guideline Document).

Deliverables with relevance in the production of the CCI good practice Repository:

	responsible partner	participant partners	source of info	method applied	deliverable
1. international good practice benchmarking	LP	all partners	personal experience , web search - desk research (no travels!)	from personal experience and web search a pool of potential good practices is compiled after a critical assessment 5-10 are shortlisted	D.T1.3.1



2.Linz Study Tour experience	LP	-	Linz study tour	on-site experience, relevant literature, websites etc. processed	D.T1.3.3
INTERMEDIARY PRODUCT:					
GOOD PRACTICE REPORT	LP			integrating document using products of 1 and 2	D.T1.3.4
3.local good practices		all partners	local stakeholder meeting (?) interviews	Linked to the CCI mapping process identification and assessment of local practices (based on RUNI's methodology)	D.T2.1.3
4.StimulART good practices - the pilot projects		LP, KAMMUN, VVEN, AMB, NAUM			A.T3.2 and A.T 3.3
FINAL PRODUCT:					
StimulART CCI GOOD PRACTICE REPOSITORY	RUNI	LP, KAMMUN, VVEN, AMB, NAUM			D.T1.5.1
	NAUM				D.T1.5.3

However, *this guideline is intended to provide a template for the collection of the local good practices already in operation in the partner cities as opposed to national good practices the partner cities can identify in their respective home countries. The Lead Partner has already published some decisive differences between national good practices on the one hand and local good practices on the other hand, as reproduced in the following table:*



<p>International Good Practices = national level from the viewpoint of each partner city</p>	<p>Local Good Practices = from the partner cities and their immediate regions</p>
<ul style="list-style-type: none"> - based on desk research (internet, publications, phone/ skype calls) - the availability of data and information is more limited as there is no budget resource allocated to travel and gain first hand experience - the template respects the scarcer availability of info and limits the questions, (most of them are simple options) - the products (the good practice templates completed) will not hold in-depth analyses (at least not in the first round) 	<ul style="list-style-type: none"> - based on in-depth analytical methods (interviews, participatory study etc.) - the availability of data and information depends on the data collection methods - the template carries more questions relating to descriptions and explications rather than to just ticking simple options - the local good practices are to be interpreted in more details and from more aspects guided by the template

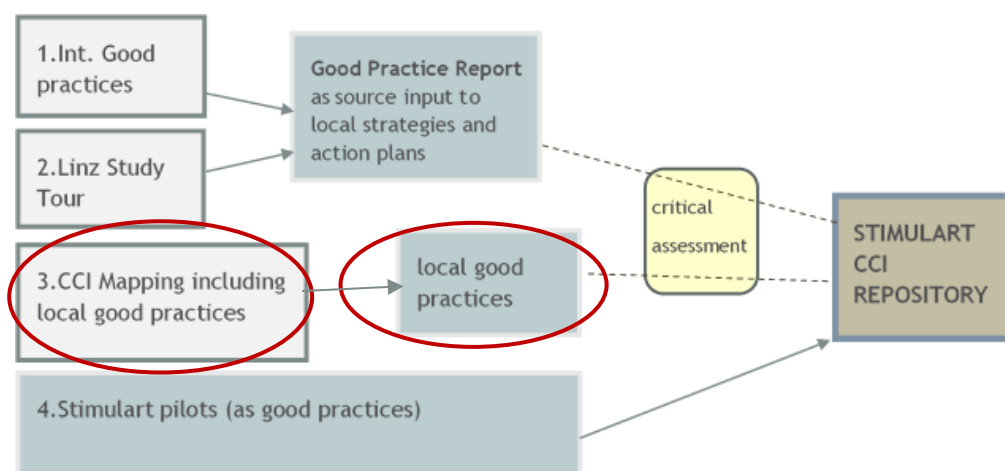
6.2. Guideline and template for local good practices benchmarking

Deliverable concerned:

D.T2.1.3 Preparation of CCI Mapping Report for each location, including collection of local good practices: Local CCI Mapping Reports will be prepared based on the joint methodology and the results of CCI mapping carried out at each location. These will provide case studies for the TG Practical Training and will fundament local CCI Strategies.

<p>Responsible partner: RUNI</p> <p>Partners involved: all partners</p> <p>Activity: identifying good practices from the cities and their immediate regions. Good practice project relevance is to be judged on the basis of a good fit with the StimulART project specific objectives.</p> <p>Product per partner city: A map of local good practices that fit the criteria given above.</p> <p>Method: desk research, field research, interviews, participatory research</p> <p>Local good practices will be critically assessed and discussed by NAUM & RUNI.</p>

The following chart places the present task (D.T2.1.3) in the overall stream of activities and inputs channelled into the production of the CCI Repository:



The good practices identified in partnership's cities and their immediate regions in this CCI mapping will serve as a source of ideas for both the partner cities in the project and small- and medium sized cities in Central Europe and beyond. Some practices compiled in the Good Practice Report will also feed into the Repository after the editors' (RUNI and NAUM) critical assessment and thorough selection.

What it is that constitutes a good practice is always dependent on some value judgements of an observer that in turn hinges on the observer's identity based on experience, social standpoint, interest, and other influencing and contextualizing factors. What constitutes a good practice for one observer may feel outdated for another while irrelevant for still another observer.

In D.T2.1.3 we encourage all partners to search for those practices that can be judged good practices based on the status quo, professional interest, activity level of CCI etc. in the respective city. However, a good practice should always relate to one of the following specific aims of the StimulART project.

- to upgrade the financial & organisational frameworks of the CCI macro-environment in mid-size CE cities*
- to turn cultural heritage assets into creative products & services in mid-size cities through developing local culture-based creativity and improving entrepreneurial & individual skills*
- to revitalise abandoned and underutilised infrastructure and urban spaces to be reintroduced as venues hosting or incubating CCI activities*

The LOCAL GOOD PRACTICE TEMPLATE below provides a guide to identify, analyse, and describe the cases found important and useful by the partners from the local pool of CCI solutions / products etc.

We suggest in-depth field research using semi-structured interviews and participatory methods. Choose LGP wisely and describe them in much detail.

The template below is to be used for each individual local good practice. There is no limit to the number of local good practices in advance, be it a minimum or a maximum number.



How many good practices are there locally is an empirical question you have to answer by applying methods of empirical research. However, please keep in mind the fact of the context relativity and observer dependency of what constitutes a good practice.

It is important for the cities to recognize that they already have some good practices in operation in their territory. Thus, identifying LGP is also an issue of motivation, identity, and perception of self-efficacy for the cities. However, make reference to the best practices already identified in the GAP analysis.

Write in the table below and replace the italicized text.

Use as many templates as you can find local good practices.



StimulART Local Good Practice (LGP) Benchmarking Template

1.) Title: <i>What is the name that best describes the good practice in the city?</i>		
2.) Author: <i>City, Name, Organisation, Email</i>		3.) Date: <i>Month.Year of recording</i>
4.) Objective	<i>What is the aim of the LGP?</i>	
5.) Geographical Coverage	<i>City/Region</i>	
6.) Choose one of the main aims in StimulART as the proposed theme for the LGP	- to upgrade the financial & organisational frameworks of the CCI macro-environment in mid-size CE cities	
	- to turn cultural heritage assets into creative products & services in mid-size cities through developing local culture-based creativity and improving entrepreneurial & individual skills	
	- to revitalise abandoned and underutilised infrastructure and urban spaces to be reintroduced as venues hosting or incubating CCI activities	
7.) How would you classify the LGP? Please, put a tick where relevant. More options are possible, but please highlight by underlying the most typical category, if possible. If none are applicable, please, set up	a.) a good practice of the institutional / operation model in CCI	
	b.) a good practice for partnership in CCI and/ or stakeholder involvement in CCI on a local scale	
	c.) a good practice of the local and regional authorities' facilitating / supporting CCI	
	d.) a good practice of entrepreneurship in CCI (with a viable business model, lasting operation, growing market)	
	e.) a good practice of financial sustainability in CCI	
	f.) a good practice of an innovation chain with a successful (marketable) creative product	
	g.) a good practice of event organization (with growing attendance, e.g. a festival)	
	h.) a good practice of an entire local eco-systems in CCI with complementary functions <i>(It may overlap with other categories but please consider that here we seek fully developed eco-systems in small</i>	



your own category	<i>(institutional level such as Arc Electronica Center and Futurelab), or large (city-level) scales.)</i>	
	i.) a good practice of a smart/creative adaptation of a “good practice” invented elsewhere	
	j.) a good practice of how local actors make creative use of local cultural resources	
	k.) a good practice of a smart/creative adaptation of regional, national, or EU programmes for CCI to local requirements	
	l.) a good practice of how local actors manage to sustain cultural production in NGOs making creative use of scarce resources	
	m.) a good practice of how the local community has been involved in participatory processes on a local level	
	n.) other, namely (please identify):	
8.) Rationale/ Introduction	<p><i>Context & initial situation:</i></p> <ul style="list-style-type: none"> - <i>what is the problem addressed,</i> - <i>what is the LGP trying to improve and what are the concrete, tangible results desired when implementing the LGP,</i> - <i>timeframe of implementation (month and year of establishment; duration of implementation)</i> 	
9.) Main aspects of the LGP	<p><i>What are the highlights of the LGP?</i></p> <p><i>How would you describe the Unique Distinguishing Element of your LGP compared to other GPs? In what ways offers the LGP a benefit/gain over existing practices so that potential users are convinced that e.g. the costs of implementation are warranted by the benefits?</i></p>	
10.) Actors and Stakeholders	<p><i>Who are the beneficiaries or target group of the LGP?</i></p> <p><i>Who are the users of the LGP?</i></p>	
11.) Methodological Approach	<p><i>What methodology has been used to tackle the initial issue, leading to a successful outcome and finally to the LGP?</i></p>	



	<p><i>Provide a step-by-step description, explaining the effective mechanisms:</i></p> <p><i>What were the main activities carried out?</i></p> <p><i>When and where were the activities carried out?</i></p> <p><i>Who were the key designers, implementers, sponsors, and collaborators involved in the LGP? What were their roles? In which activities were they specifically involved?</i></p> <p><i>Have there been any participatory processes?</i></p> <p><i>If applicable, produce a process flowchart</i></p>
<p>12.) Results & Impact</p>	<p><i>What end products or services resulting from the activities could be delivered?</i></p> <p><i>If applicable: What have been the realized takings / turnover of LGP's operations / selling?</i></p> <p><i>Is there a business model connected?</i></p> <p><i>Describe the social, cultural ,and economic long-term development improvements to which the LGP contributes</i></p> <p><i>Is the impact measured through monitoring and evaluation?</i></p> <p><i>Are there any Key-Performance-Indicators?</i></p>
<p>13.) Validation</p>	<p><i>Provide confirmation of the usefulness and effectiveness of the LGP by both beneficiaries (that the LGP addressed their needs) and experts (from a methodological and technical point of view).</i></p> <p><i>Has the stakeholders or the final users validated the LGP?</i></p> <p><i>Describe the validation process, if any.</i></p>
<p>14.) Innovations</p>	<p><i>In what way, if any, has the LGP made use of an innovation to come up with new problem definitions, to address the challenges, to overcome obstacles, or to find solutions?</i></p> <p><i>In what way contributes the LGP to innovations in the operating conditions for CCI?</i></p>
<p>15.) Patent related</p>	<p><i>Is there a patent related to the LGP?</i></p>



<p>16.) Success Factors & Sustainability</p>	<p><i>What main factors under control of the actors and stakeholders are required to make the LGP a success, e.g., that have a positive impact on the outcome of the implementation?</i></p> <p><i>What are the elements that need to be implemented for the LGP to be institutionally, socially, economically, and politically sustainable?</i></p> <p><i>What are the institutional, social, economic, and political conditions needed for your LGP to become a success? (conditions = not under control of the actors and stakeholders)</i></p> <p><i>What organizational prerequisites have to be met? How must an involved company, association, or municipality be structured to implement the LGP? What departments/areas of such an organisation are affected?</i></p>
<p>17.) Challenges</p>	<p><i>Show what obstacles had to be removed and how they could be removed // What are the challenges encountered by the users, stakeholders, partners, beneficiaries when applying the LGP and how could they be addressed?</i></p>
<p>18.) Constraints</p>	<p><i>Relying on the experience with the LGP:</i></p> <p><i>What are the limits of the LGP?</i></p> <p><i>Which side-effects, positive or negative, or which unintentional consequences does the LGP cause?</i></p> <p><i>How is the fit between the LGP and the practices of the national/regional/EU programmes?</i></p> <p><i>How is the fit between the LGP and the stakeholders', users' and beneficiaries' established values, norms and facilities?</i></p> <p><i>Are there any known risks connected to applying the LGP?</i></p>
<p>19.) Costs</p>	<p><i>What are the total costs incurred for the implementation of the LGP?</i></p> <p><i>How much time and manpower is required to implement the LGP?</i></p> <p><i>If possible, provide some cost-efficiency indications, also in relation to the benefits (compare 13.).</i></p>



<p>20.) Replicability or up-scaling</p>	<p><i>What are the possibilities to distribute or scale up the LGP more widely in different settings?</i></p> <p><i>What are the conditions that should be met to ensure that the LGP can be replicated, and what adaptations are likely to have to be made in new contexts?</i></p> <p><i>Specify the requirements for replication of the LGP on a larger scale (regional, national, EU).</i></p> <p><i>Can the LGP be tried out incrementally on a small pilot scale before large-scale adoption in a new setting?</i></p>
<p>21.) Conclusions</p>	<p><i>Explain the impact and the usefulness of the LGP. Use anecdotal evidence such as story telling or testimony showing the benefits of the LGP for the target group.</i></p> <p><i>Why is the LGP considered as “good practice”, make reference to the criteria of a good practice explained further above in the introduction?</i></p> <p><i>What are the key messages and lessons-learned to take away from the LGP for those intending to adopt the documented “good practice”?</i></p> <p><i>What worked really well? What facilitated this?</i></p> <p><i>What did not work? Why did it not work? How did you overcome the difficulties?</i></p> <p><i>Does the LGP have mechanisms to review, share progress, and incorporate new learning into the implementation process?</i></p>
<p>22.) References: Contact details</p>	<p><i>What is the address of the people or the project to contact if the reviewer of this template wishes to gain even more insight on the LGP?</i></p>
<p>23.) References: URL of the practice</p>	<p><i>If possible, where can the reviewer find the LGP directly on the Internet?</i></p>
<p>24.) References: Related Website(s)</p>	<p><i>If any, what are the websites of projects under which the LGP was identified and reproduced?</i></p>



25.) References: Related resources that have been developed	<i>Are there any training materials, guidelines, fact sheets etc. that can provide the reviewer with more useful information to better understand, replicate, scale-up, and/or implement the LGP?</i>
26.) Keywords	<i>Try to come up with good keywords that help to tag the LGP.</i>

7. Conclusions

Write a conclusion, highlighting the important findings and connecting the mapping results to the results of the Gap analysis substantiating claims about strengths, missed potentials, and developmental potentials.

- 1. When writing the conclusion you will probably have gathered all the data that is necessary to fill in the EU Cultural and Creative City Monitor. This is not a required task, but we heavily encourage you to use this opportunity to gain an index ranking on the CCI ranking and its sub-indexes that enables you to compare your cities to bigger cities in Europe.⁵ If you do, you will have to transform your original data to a slightly different format (data set in relation to your city's size). If you do so, please, inform us about the new data, and the results your city has achieved on the different indexes.*

⁵ <https://composite-indicators.jrc.ec.europa.eu/cultural-creative-cities-monitor/getinvolved> Last accessed 30th September 2019.