



CRE:HUB
***Policies for Cultural Creative Industries: the hub for
innovative regional development***

Roadmap: Culture and Creative Industry in Latvia

Responsible partner: University of Latvia

Status: final

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1. Introduction

According to the Application Form as result of research conducted for the State of Art report and CCI Barrier & Solution Analysis, each region is able to outline **a Roadmap as a framework for the Action Plan**. Then, an integrated mutual assessment & learning is carried out to further investigate identified valuable practices and simultaneously increase capacities of all regional relevant stakeholders. The Action is, in fact, structured by:

- a) On-field evaluations (peer review) in each region: 2 experts (from other partners with relevant skills) assess system and Roadmap of hosting region and provide inputs to improve policy system, adopt new measures/policies and **convert Roadmap into action plan**. Visiting experts hold a local workshop and directly interact with local stakeholders group producing a mutual learning process
- b) Study visits: participants in the study visits are representatives of partners and/or /managing authorities, stakeholders groups. The aim of the study visits is to share and learn partners experiences, building and strengthening interregional relationships among partners, other policy makers and stakeholders. At the end of study visits, participating representatives hold a specific working session of stakeholders group to spread knowledge and experience.

The Roadmap is the preliminary framework of the Action Plan. It will also serve for an integrated mutual assessment & learning by peer reviews by each hosting partner presenting its Roadmap to visiting experts. The aim is to receive important suggestions and inputs by partners with the relevant capacity/skill in order to improve the policy system, adopt new measures/policies and refine the Roadmap. In addition, **each stakeholder group is involved in outlining the Roadmap**: it actively participates in regional workshops aiming at sharing and refining the Roadmap.

Methodology

The Roadmap is based both on the State of Art report (specifically SWOT and good practices' analysis) and on the CCI Barrier & Solution analysis. The Roadmap includes **the list of proposed activities** (which is based mainly on the Barrier & Solution and SWOT analyses) towards **goals to be achieved**, the **allocation of responsibilities to the players**, the **allocation of resources** (budget, materials, equipment, etc.) if relevant, a **timing** and a **monitoring** of the fulfilment and the impact of the Roadmap implementation.

The purpose of the Roadmap is to prepare for building the Action plan. According to the Interreg Europe Action Plan definition "... *it is a document providing details on **how the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that region**. It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs (if any) and funding sources (if any).*" Please, see the template of Interreg Europe Action Plan attached in the e- mail.



The Action Plan focuses on the selected number of specific actions, while the Roadmap is proposing a larger number of actions against particular goals defined during the research work, peer reviews and discussions with stakeholders. Therefore, the scope of Roadmap is wider than the one of the Action Plan, while the Action Plan is putting a focus on the selected number of specific actions. A key issue is the involvement of policy makers and public authorities in the Action Plan.

Taking into account a close relation between the Roadmap and the Action Plan, it is important to define the policy context of the Action Plan already in the Roadmap stage.

2. General information

Short description of the CRE:HUB project

The project “Policies for cultural CREative industries: the HUB for innovative regional development” (CRE:HUB) started on April 2016 and it will continue until the end of September 2020. It’s divided into two phases:

- 1) Phase 1. 01.04.2016 – 30.09.2018;
- 2) Phase 2. 01.10.2018 – 30.09.2020.

During the Phase 1 all eight project partners following their Roadmaps will develop Action Plans for improving cultural and creative industries (CCI) in their regions. During the Phase 2 the implementation of Action Plans will take place.

In the project context CCIs represent highly innovative SMEs and their promotion can effectively increase regional competitiveness and job creation capacity. For participating regions CCIs represent a strategic sector of development as underlined in many of their RIS3 documents. Despite the dynamic and innovative field of action, CCIs encounter difficulties in access to credit and lack resources to enhance their competitiveness on the global market, building effective partnerships, extending their activity to other countries. CRE:HUB overall objective is to improve 8 programmes for Investment for Growth and Employment (TO3), to support creation and development of new SMEs in CC sector at regional and national level through fruitful cooperation among regions with different level of capacities and experiences in CCIs supporting policies.

General Partner information

Partner organisation: University of Latvia (LU)

Country: Latvia

NUTS2 region: Latvia

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3. Policy instruments to be addressed

- **Investment for Growth and Employment programme (Policy instrument 1)**
 - European Territorial Cooperation programme (Policy instrument 2)
 - ⊖ Other regional development policy instrument (please, identify) (Policy instrument 3)
-

Background:

Despite fact that the concept of CCI industry in Latvia is relatively new, it has significantly developed during the last 10 years – it is important both as an economic sector and as a source of employment, but development of the industries is linked to issues of national identity, language, unique export offerings & the potential for marketing Latvia abroad.

Based on the research analysis prepared within the CRE:HUB (State of the art), the number of CCI enterprises and employment were calculated for the time period 2010-2015. The results show that no significant changes occurred during this period – there was a slight, but constant increase in the number of CCI enterprises (share of enterprises increased from 6.9% in 2010 to 8.2% of total enterprises in Latvia in 2015). The increase was also observed in the number of employed persons in the CCI sector (share of employed persons in creative industries increased from 5.8% in 2010 to 6.8% of the total employment in 2015).

In Latvia, CCI are mainly dominated by micro and small enterprises. The enterprises are usually characterised by a small number of employees and low economic performance indicators. In the period between 2010 and 2015, the number of medium and small enterprises decreased, while the number of micro companies (0–9 employed) increased by around 8%, (from 7 thous. to over 10 thous. enterprises).

CCI sectors are characterized by close links with other sectors, they create economical spillover effects. The enhancement of competitiveness of SMEs in Latvia needs to be linked with the development of creative industries and other innovation based and high added value activities, and it is also necessary to ensure adequate preconditions for the development of cultural infrastructure by promoting smart, sustainable and inclusive growth.

Targeted policy document No1:

The main goal of the University of Latvia is to tackle the ESIF Operational Programme “Growth and Employment”, 2014-2020¹ TO: Enhancing the competitiveness of small and medium sized enterprises: supporting the creation and the extension of advanced capacities for product and service development.

Priority **TO3 of the Operational Programme (OP) “Growth and Employment”, (2014-2020)**, which is implemented under the supervision of the Ministry of Finance of the Republic of Latvia, is focusing on the SMEs’ competitiveness. 7.11% of the OP resources are allocated to supporting the competitiveness and innovation of SMEs by creating the necessary preconditions for private investments, and by creating new enterprises and jobs in the national and regional development centres.

¹ http://www.esfondi.lv/upload/14-20_gads/DP/OP_Growth_and_Employment_eng_FINAL_04.03.14.pdf



OP points that based on the forecast for economic development in the nearest future demand for skilled and high-skilled professionals will increase, including professionals of creative industries and other interdisciplinary sectors.

Thematic objective (TO3) will support competitiveness of SME's through promotion of CCI. The enhancement of competitiveness of SMEs should be also linked with other innovation based and high added value activities, and it is also necessary to ensure adequate preconditions for the development of cultural infrastructure by promoting smart, sustainable and inclusive growth. Support in the framework of this specific support objective will contribute to achievement of the Strategy of the Baltic Sea Region goals, facilitating increase of interregional trade volume.

Defined goals:

During the implementation of project (evaluation of the research analysis, workshops and discussions with CCI experts, drafting Roadmap), the need to improve and raise the efficiency of the current CCI activities and instruments (e.g. support of establishment and development of the business accelerator in Latvia, where currently financial distribution (funding) is supervised by the Altum, state owned financial institution; support of development of the future Culture and Creative Industries support centre within the ex-Tobacco Factory complex; development of the technology transfer centre, etc.); elimination of the CCI sector fragmentation, increase of the CCI export, and improving other issues. Therefore 2 of the 3 project objectives originally defined by the Latvian partner in the project application stage have been changed.

In the result, the Roadmap is focusing on the following goals:

1. Improvement of the cooperation among different stakeholders as well as cooperation between different sectors
2. Improvement of the business environment for CCI development (at the national and regional level);
3. Development of the competitive and exporting CCCI sector.

Each of the goal includes sub-goals that are described in the Table of activities. Some of the activities were designed and added shortly before the Peer Review event in Riga.

The policy instrument implementation shall be improved to promote the introduction and development of new creative industries' services and products by SMEs as well as the extension of export capacity of SMEs by integrating good practices and experiences identified in other European countries and regions. In addition, the implementation of this policy instrument shall enhance capacities of public servants and promote CCIs among Latvian workers and public at large by aligning other policy instruments.

Planned actions towards implementing CRE:HUB project:

1. Exchange of experience, knowledge and practices with other project partners;
2. Transfer of knowledge and good practices in the CRE:HUB framework;
3. Defining problems and possible solutions to achieve defined goals through the regional analysis, SWOT analysis, Barrier&Solution analysis as well as learning from partners;
4. Preparation of recommendations for policy makers;



5. Based on the project experience (good practices, peer reviews, interregional learning, etc.) and work with stakeholders, elaboration of the Roadmap for the Action Plan;
6. Preparation of the Action Plan;
7. Implementation of the Action Plan.

Achieved policy changes shall be tailored to meet specific CCIs needs, such as creation of partnerships and collaborations among different industries, promotion of internationalization, enhancing entrepreneurial capacities, etc.

Performance indicator:

increased number of CCI start-ups;
increased number of project applications;
implemented new CCI projects as well as improved current projects;
increased exporting activities

During the project implementation and development of the Roadmap, additional three performance indicators were included to that mentioned in the Action Plan.

Stakeholders:

Ministry of Culture, Ministry of Economics, Ministry of Finance, Latvian and Investment Development Agency, Creative Industries Incubator, Chamber of Commerce and Industry, municipalities and regional authorities (e.g. Vidzeme Planning Regions), initiative as well as professional associations of creative industries (communication platform Fold.lv, RaPaPro), education institutions (e.g. The University of Economics and Culture, Vidzeme University), self-employed persons, service providers and business support centres (e.g. chamber of commerce), financial institutions (e.g. Altum), and other actors.

4. Activities to implement the project goals

The Roadmap of University of Latvia is based on the analysis of SWOT (the State of the Art report), and CCI Barriers& Solutions as well as analysis of the Good Practices of the project partners



Activities (measures) under Policy instrument 1- Investment for Growth and Jobs programme

Goals	Activities to implement the goals ²	Resources if applicable ³	Timing of each activity	Monitoring systems ⁴	Players involved
1. Facilitating & strengthening cooperation among different stakeholders as well as cooperation between different sectors	1.A. Elimination of CCI sector fragmentation – identification of all possible CCI structures to bring together different CCI projects and initiatives having common goals and covering different CCI subsectors (supporting establishment of CCI professional association). Promotion of the creative industry cluster idea.	Within the scope of the CRE:HUB project, institutions of stakeholders, national funds, EU grants	1 November 2018 - 31 October 2020	Monitoring system of involved players and CRE:HUB project	Ministry of Culture, Ministry of Economics, Investment and Development Agency of Latvia (LIAA), Creative Industries Incubator, FOLD.LV, Altum, Planning Regions (Kurzeme, Latgale, Zemgale, Vidzeme)
	1.B. Promotion of cooperation between CCI and traditional sectors – supporting the establishment and development of CCI Centre [Creative Centre] in the territory of Tobacco Factory (Riga) (recommendations based on the experience of CRE:HUB project countries/partners).	Within the scope of the CRE:HUB project, institutions of stakeholders, national funds, EU grants	1 November 2018 - 31 October 2020	Monitoring system of involved players and CRE:HUB project	Ministry of Culture, Ministry of Economics, LIAA, Creative Industries Incubator, Creative entrepreneurs

² The list of possible activities to reach t defined goals.

³ An indicative allocation of resources, if possible to define at this stage.

⁴ The AF states that Peer Review will assess: different regional policies/ instruments/ systems to support the creation of CC SMEs, **related monitoring system** and identified experiences.

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Goals	Activities to implement the goals ²	Resources if applicable ³	Timing of each activity	Monitoring systems ⁴	Players involved
	1.C. Improvement of institutional framework. Bringing together different stakeholders from the government, business community, creative entrepreneurs, education institutions, professional associations & NGO sector to create an integrated strategy for the CCI – activation of CCI council, establishing the ad hoc working groups; permanent networks for different stakeholders; cross-border networks for cities, regions or national governments.	Within the scope of the CRE:HUB project, institutions of stakeholders	1 November 2018 - 31 October 2020	Monitoring system of involved players and CRE:HUB project	Ministry of Culture, Ministry of Economics, Ministry of Education and Science, business organisations, institutions of education, Creative Industries Incubator, professional association, FOLD.LV, Planning Regions
	1.D. Improvement of coordination and integration among different regional policy instruments & measures which are related to promotion of entrepreneurship in rural areas, promotion of innovative SMEs, etc.	Within the scope of the CRE:HUB project, institutions of stakeholders	1 November 2018 - 31 October 2020	Monitoring system of involved players and CRE:HUB project	Ministry of Culture, Ministry of Economics, LIAA, Altum, Planning Regions (Kurzeme, Latgale, Zemgale, Vidzeme)
2. Strengthening business environment to	2.A. Supporting establishment and development of Accelerator in Latvia – proposing	Within the scope of the CRE:HUB project, institutions of stakeholders,	1 November 2018 - 31 October 2020	Monitoring system of involved players and	Ministry of Economics, Altum, LIAA and units that will be supervising

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Goals	Activities to implement the goals ²	Resources if applicable ³	Timing of each activity	Monitoring systems ⁴	Players involved
develop CCI sector	recommendations and good practices based on the experience of CRE:HUB project countries/partners. Proposal to focus also on the CCI start-ups.	national and EU funds		CRE:HUB project	management of the accelerator
	2.B. Facilitating regular mapping of sector in order to evaluate the development of CCI and understand the specific needs of the industry. Analysing the demand for products and services of the creative companies. Proposal on establishing the Annual CCI Economic survey.	EU grants, Ministry of Culture, within the scope of stakeholders' organisations	1 November 2018 - 31 October 2020	Monitoring system of involved players and CRE:HUB project	Ministry of Culture, Ministry of Economics, Central Statistical Bureau, Chamber of Commerce, LIAA, Creative Industries Incubator, enterprises
	2.C. Facilitation and strengthening collaboration between business sectors, innovations and CCI . Supporting establishment of the Innovation Centre (proposal to have additionally specific focus on the CCI).	Within the scope of the CRE:HUB project, institutions of stakeholders, national funds, EU grants	1 November 2018 - 31 October 2020	Monitoring system of involved players and CRE:HUB project	LIAA, Ministry of Economics, Creative Industries Incubator, business organisations, creative enterprises, education institutions
	2.D. Proposing barter exchange system in the frame of the CCI cooperation. Initiatives/ projects enabling non-financial access to	Within the scope of the CRE:HUB project, institutions of stakeholders, LIAA, business organisations	1 November 2018 - 31 October 2020	Monitoring system of involved players and CRE:HUB project	LIAA, Ministry of Economics, Creative Industries Incubator, business organisations,

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Goals	Activities to implement the goals ²	Resources if applicable ³	Timing of each activity	Monitoring systems ⁴	Players involved
	required resources (share of technical potential between CCI organisations and/or enterprises). Barter exchange system will facilitate the limitation of unnecessary expenditures on infrastructure & could be based on the CCI cooperation idea (implementation of idea using the creative e-platform).				creative enterprises, Fold.lv
3. Competitive and exporting culture and creative industries of Latvia	3.A. Promotion of “design-thinking”. Implementation of 'design thinking' approaches in developing government policy and programs. Promotion of design as a part business strategy and innovation element (awareness raising strategy/campaign in the state institutions as well as education institutions).	Within the scope of the CRE:HUB project, institutions of stakeholders, national funds, EU grants	1 November 2018 - 31 October 2020	Monitoring system of involved players and CRE:HUB project	Ministry of Culture, Ministry of Education and Science, Ministry of Economics, LIAA, Creative Industries Incubator, Fold.lv, Design Council, business organisations, CCI initiatives
	3.B. Improvement of access to financial resources. Revising mechanisms of financial instruments and improvement to its access (improving conditions to access micro-loans). Specific	Within the scope of the CRE:HUB project, Ministry of Economics, LIAA and institutions of stakeholders, national and EU funds	1 November 2018 - 31 October 2020	Monitoring system of involved players and CRE:HUB project	Ministry of Economics, Ministry of Finances, Altum, Creative Industries Incubator, Chamber of Commerce, business

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Goals	Activities to implement the goals ²	Resources if applicable ³	Timing of each activity	Monitoring systems ⁴	Players involved
	focus on CCI entrepreneurship financing in the policy instruments. Improving competencies of institutional organisations (experts' trainings and mobilities on the absorption of EU funds & other financial programmes)				organisations
	3.C. Facilitation of national and international networking. Organisation of networking meetings (explaining the nature of networking), strengthening partnership with CCI stakeholders outside of Latvia (including partnership with the CRE:HUB project), participation in the international projects.	Within the scope of CRE:HUB project, EU funds, LIAA, funding of start-ups	September 2017 1 November 2018 - 31 October 2020	Monitoring system of involved players and CRE:HUB project	Ministry of Economics, Ministry of Finance, LIAA, Business Incubators, Start-ups, Chamber of Commerce, business organisations, CCI initiatives and projects
	3.D. Awareness raising about potential of CCI (including potential of CCI export). Raising Global profile – prompting Latvia as one of the leading countries in the creative industries (participation in the international events such as UNESCO Creative	EU funds (“Creative Cities”), national funds	1 November 2018 - 31 October 2020	Monitoring system of involved players and CRE:HUB project	Ministry of Culture, LIAA, Ministry of Economics, Chamber of Commerce, business organisations, CCI initiatives and projects

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Goals	Activities to implement the goals ²	Resources if applicable ³	Timing of each activity	Monitoring systems ⁴	Players involved
	Cities by becoming its member). Introduction of the Creative Industries Achievement Award. Supporting and information dissemination about the current export-oriented initiatives				
	3.E. Capacity building (strengthening skills and knowledge on commercialisation of “creative ideas”). Supporting current “Creative Industries” study programmes and developing new ones oriented on the market needs (business skills, projects managements, digital skills, exporting, design-thinking approach). Introduction of internship programmes. Strengthening and developing current creative partnership initiatives (Demola, RaPaPro)	Within the scope of the CRE:HUB project and institutions of stakeholders	1 November 2018 - 31 October 2020	Monitoring system of involved players and CRE:HUB project	Ministry of Culture and Science, Ministry of Culture, Business organisations, institutions of education, Creative Industries Incubator, CCI initiatives