



CREATIVE SPIRITS



OPERATIONAL IMPLEMENTATION FRAMEWORK

WATERFORD



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Introduction:

Between 2016 and 2019, Waterford participated in the EU funded URBACT Implementation Network 'Creative Spirits'. In this network, nine cities from across Europe worked together to improve the implementation of strategies relating to the cultural and creative industries. Creative Spirits is the name given to the network that Waterford is involved in. Each city wishes to implement their plans to improve their city by working with creative and cultural industries. We are working with the other eight cities (Ibi – Spain, Maribor – Slovakia, Sofia – Bulgaria, Kaunas – Lithuania, Ravenna – Italy, Loulé – Portugal, Budapest – Hungary, Lublin – Poland & Waterford) to develop novel approaches to link creative places, people and businesses, and to attract more creative entrepreneurs and boost creative entrepreneurship in dedicated urban spaces. The funding is provided to increase transnational networks and to facilitate learning opportunities for stakeholders in the project.

This document, the Operational Implementation Framework (OIF), is the final local output produced by Waterford.

The OIF describes the challenges faced during the implementation of Waterford's Cultural Quarter strategy, Waterford's approach to overcoming these challenges, and the knowledge gained as a result.

The OIF examines five implementation challenges that the Creative Spirits network undertook to examine, from the position of a baseline study conducted at the beginning of the project, through to solutions & learning's gained by the finalisation of the project.

Creative Spirits allowed for transnational cooperation between the network – each city organised a Case Study Meeting and both staff and Urban Local Group (ULG) members were invited to visit from each partner city. Internship weeks were also organised to allow for a more immersive experience in one city; Waterford visited Lublin, Poland and hosted Újbuda (Hungary) Sofia (Bulgaria) & Lublin.

Learnings from these transnational learning journeys were a key element of the experience of Creative Spirits and created invaluable linkages and experiences for participants.

The hope is that the OIF will provide a framework for improving the implementation of future projects in Waterford.

Waterford City is the fifth largest city in the Republic of Ireland. It is the primary population and economic centre within County Waterford and the South East region. Waterford City is designated as a Gateway City under the current National Spatial Strategy that defines it as: "Strategically placed, national scale urban areas, which individually and in combination will be key elements for delivering a more spatially balanced Ireland and driving development in their own regions".

Not only is Waterford the most important hub nowadays in the South East region of Ireland, Waterford is also the oldest city of Ireland. Its history goes back to the Vikings who founded the town at the beginning of the 10th century. Throughout history Waterford has been an important port for export and for the shipbuilding industry. Prosperous periods were interspersed with periods of crises such as famines, invasions and upheavals. One of the city's wealthiest periods was during the 18th century when Waterford was the third largest port in Ireland. During this century, the glass factory was founded that would later become the world-famous Waterford Crystal.

The population of Waterford has been growing steadily since the 1960s; Waterford City's population currently stands at 48,369 people. Waterford offers a mix of skills, infrastructure and excellent support for any business establishing or expanding operations in Ireland. Waterford is ranked 4th for Business Friendliness and Economic Potential in the Micro European City rankings by FDI Magazine 2016-2017. The South East is home to 71 multinational companies employing 12,071 people. The main clusters are in High Value Manufacturing (Pharmaceutical, Medical Devices and Engineering), and International Financial Services

Waterford is steeped in history, where tradition, culture and cultural-creative industry in the local economy are very important economic drivers for the City. The main attraction for visitors is the world-famous Waterford Crystal, the fourth most popular tourist attraction in the State, attracting more than 350,000 visitors from different corners of the world annually to the city. Waterford Crystal is a manufacturer of crystal that is very popular among Americans from Irish descent who are interested in their roots. Another great example of an existing creative business is the Fumbally Exchange. The Fumbally Exchange offers low-cost, low-risk business incubation space for design focused creative professionals who may be start-ups, sole traders or small businesses. It is housed in a carefully restored building in the Viking Triangle. Waterford is a true festival city with an abundance of festivals with creative and cultural themes each year that often attract visitors from all over Ireland.

Three official strategies related to Waterford City development of a Cultural Quarter are laid down both on local and regional level. On regional level, the development of the **Regional Cultural Strategy 2016-2025** started in 2015 as part of the first phase of the region's Bid to become European Capital of Culture 2020 (ECOC). The **Waterford City Development Plan 2013-2019** relates to the development of the city as a whole, and aims "to have an arts and culture product which is of national and international standing and is an economic driver for the Gateway". The O'Connell Street area of the city was identified in the plan as being the location for the development of the **Waterford Cultural Quarter**.

The **Waterford City Centre Management Plan 2013-2019** was adopted in October 2013. The vision of this plan focuses on "The development of a compact, accessible and vibrant city that is a destination in its own right; that offers a unique, distinctive and diverse range of independent, national and international retailers to serve the needs of its regional catchment and that is developed fully in accordance with its designation as a gateway city." The Management Plan provides a framework for future urban development and growth particularly in the area of Creative and Cultural Industries (CCI's).

For Waterford to ensure success for the Implementation Plan we are constantly reviewing the actions and aligning them with the *Creative Spirits* Implementation Challenges.

Part 1 Baseline Position

Challenge No. 1: The Integrated Approach to Implementation

Bringing together social, economic, and environmental actions to address a policy challenge in a holistic manner to avoid negative externalities. In addition to this 'horizontal' integration, there is also 'vertical' (between different levels of government), and 'territorial' (between neighbouring municipalities)

In 2017 Waterford City and County Council was a relatively new municipality due to a recent amalgamation of two local authorities. Within the Council, work had to be done to ensure an integrated approach to projects through change management methodologies.

Even though the Waterford City and County Council has a track record in delivering projects in a holistic manner, the following challenges were faced when fostering the integrated approach:

- better allocation of resources from high-level administration to interdisciplinary units, to further their formation and continued operation
- achieve better cross-sectoral coordination
- better manage the potential variations in perspectives among actors involved in implementation processes
- achieve a common understanding of the conditions for an integrated approach by all involved parties
- strengthening local leadership to facilitate creative ecosystems

To move towards an integrated approach to implementation of the Council's strategy to developing a Cultural Quarter in Waterford we examined the following checklist provided to us by URBACT to address this issue:

- Is our implementation plan balanced between social, economic and environmental actions and results?
 - Our strategy addressed each of these issues, but was more heavily leaning to economic, with a lesser emphasis on social and environmental
- Did we make efforts to mitigate downside effects on society, economy or environment?
 - Waterford City and County Council has to take effects on society, economy and environment into account in all of its work, however environment is not as explicitly emphasised in the WCQ plan
- Does our implementation plan make use of both ERDF and ESF?
 - Not at this time
- Is our national / regional / local co-financing correctly linked to individual actions?
 - Our financing is only local at this time.
- Does our implementation plan mix hard and soft measures?
 - It is planned to mix hard and soft measures in Health Check and other tools.
- Which actions can only be successful if another action is realised and why are they dependent in this way?
 - Almost all actions are to some degree dependent on each other, e.g. the Incubation Hub will only be successful if we are able to attract CCI interest in its development, and in order to attract CCI's we need to map the CCI ecosystem in the area. Community development is dependent on infrastructural investment in the longer term as people need places and spaces to meet and interact.

Challenge No. 2: Maintaining involvement of local stakeholders and organising decision making for delivery.

Bringing together local citizens and the key social, economic, and environmental actors (from the public, private, and third sectors) in the URBACT Local Group. And, furthermore, how to establish appropriate structures for the committees, delivery units, etc that will be involved in implementation

The Waterford Cultural Quarter Strategy was conceived and adopted in late 2017 as official Council policy and required an integrated approach to delivering the strategy and its actions. Maintaining involvement of stakeholders was a key aspect to delivery of the Strategy and was in progress at the beginning of Creative Spirits

By engaging with all stakeholder in order to get buy in and ownership the following challenges were faced:

- developing a long-standing, reciprocal partnership based on a shared understanding of goals and know-how on how to manage goal conflicts
- how to identify and make the most of “catalysts” (the most innovative people acting as change makers

Having recently been a candidate city for European Capital of Culture, Waterford was in the positive position of having close linkages between its cultural and creative stakeholders.

Taking guidance from URBACT, Waterford City and County Council considered various aspects of our approach to stakeholder engagement and came to the following conclusions in relation to our baseline position:

- We knew who our main stakeholders were
- We made them aware of our project and we worked closely with them to ensure that they understood the work.
- Stakeholder engagement was clearly written into our action plan, and key stakeholder representatives were invited to sit on our WCQ Steering Committee which also acted as our Urban Local Group (ULG). Certain stakeholders were tasked with chairing task driven subcommittees to garner sectoral views and represent sectoral interests.
- One staff member has responsibility to manage the stakeholder groups and to act as key relationship manager
- Stakeholders are clear about their roles and responsibilities
- We are working towards a strong governance model that will legalise the stakeholder group to become a legal entity in a consultative model, and this governance model will provide greater clarity about how project decisions will be made going forward.
- The plan provides a clear vision for the action plan with specific objectives and results, however we need to devise key indicators for results.
- A monthly communications plan will be put in place.
- Leadership mechanisms will be put in place to guide implementation, and a training plan will be put in place to ensure skills and competencies of the Board are at the required level

Challenge No. 3 : Setting up efficient indicators & monitoring systems to measure performance.

Using a results framework to measure implementation performance

This challenge posed an issue in the delivery of the Cultural Quarter Plan as indicators and monitoring systems were not included in the Strategy, however an existing methodology can be applied.

The purpose of the Health Check, the process through which the CCMP applies to determine the vitality and vibrancy of the city centre, will be applied. The objectives of the Health Check are to track the impact of economic activity on the city centre and to provide a baseline from which future performance can be benchmarked.

Challenges faced here:

- enough resources in data collection
- exploring new data collection methods
- using smart technologies for data collection
- feedback process, building upon the results from the indicators
- how creative people and their initiatives can be recognised and valued publicly (e.g. from mapping to awarding)
- new ways of reassessing success and failure (also new indicators of success)

Challenge No. 4: Moving from strategy to operational action plan

Translating a strategy's broad objectives into operational and detailed specifications that can be used for calls for proposals and the procurement of contracts. In other words, how to turn objectives into actions

The Creative Ecosystem

- Better Together: Regional Cultural Strategy
- Waterford City Centre Management Plan

Waterford's strategic landscape for CCI development in the urban area was based on these two plans. The Action Plan for Waterford Cultural Quarter became the implementation plan for this. An Action Plan was developed which to with actions, objectives and budget.

Challenges:

- maintaining the integrative and participatory approach
- monitoring the effectiveness of set objectives
- creating a strategy supportive work climate
- meeting performance targets
- how to create spaces for experimenting (flexible, temporary, low-cost)

The process to move from strategy to action plan involved

- Consultative and collaborative approach involving local stakeholders, (advertising via public notices and posters, leaflet campaign, notices in local press etc)
- Action planning with the WCQ steering committee (regular action focused meetings)
- Task orientated subcommittee public meetings

- Collaboration with the Waterford Institute of Technology to devise drawings and 3D models
- Production of a draft action plan to bring to approval by the elected members of Waterford City and County Council.

Challenge No. 5: Funding innovation

Using equity instruments, revolving funds, crowd funding, and other innovative financial tools to raise money for the implementation of strategies

Waterford City and County have little experience in working with innovative funding models similarly to some of our partner Creative Spirits cities, in areas such as equity instruments, revolving funds, crowdfunding,.

Waterford City and County Council have delivered a number of quality attractions in the city. Tourism & Heritage focused primarily on the existing base of established infrastructure: Waterford Viking Triangle funding was provided by Failte Ireland and Councils own funding. Other areas of the city have developed with the support of ERDF funding. The challenge is to diversify the funding portfolio, involve the local business to collaborate in developing innovative funding measures. The challenges with regards to the local CCI sector is to create new cultural-creative services, to attract creative start-ups building new brands, promoting the cultural involvement of local people, and closer cooperation between businesses, culture and residents.

Part 2

Outline Implementation Plan & Barriers to successful Implementation

| Key Objective | Actions | Barriers |
|---|--|---|
| Improve Public realm in the O'Connell Street area / WCQ | Address vacant sites and dereliction | Establishing property owners and ensuring an integrated approach |
| Create a more vibrant atmosphere in the WCQ through festival. | Commission Public art Facilitate Festival development | Conservation rules Buy-in from communities, businesses and creatives |
| Develop an environment to allow creative practice to flourish | Establish Festival of Creativity and networking events | Lack of data |
| Develop a supportive environment for CCI's | Develop incubation hub CCI mapping | Funding |
| Support enterprise creation | Promote vacant property rates scheme | Political buy-in and ensuring an integrated approach |
| Engage communities in the development of the WCQ | Local Ideas Contest: Diverse Waterford Local creative engagement actions; Design Challenge Communications plan | Buy-in from communities Lack of data Stakeholder engagement |

Part 3

Response to the Implementation Challenges

Implementation Challenge 1 – The Integrated approach to implementation

The challenge in the local context:

In 2017 Waterford City and County Council prepared and had “A Cultural Quarter for Waterford” adopted as policy. During 2018 and going forward WCCC are in the process of implementing the Action Plan for the development of a Cultural Quarter in Waterford City (WCQ). To achieve the actions outlined in the plan, an integrated approach to implementation has been written clearly into the plan from the outset

Three official strategies related to Waterford City development of a Cultural Quarter are laid down both on local and regional level. On regional level, the development of the **Regional Cultural Strategy 2016-2025** started in 2015 as part of the first phase of the region’s Bid to become European Capital of Culture 2020 (ECOC). Unfortunately, the bid was unsuccessful on this occasion. Whereas the regional strategy defines a general ambition of the counties of Wexford, Kilkenny and Waterford to create a region where culture is appreciated and understood, the local strategy addresses how this vision can be carried out in Waterford City . The **Waterford City Development Plan 2013-2019** relates to the development of the city as a whole, and aims “to have an arts and culture product which is of national and international standing and is an economic driver for the Gateway”. The O’Connell Street area of the city was identified in the plan as being the location for the development of the **Waterford Cultural Quarter**.

The **Waterford City Centre Management Plan 2013-2019** that was adopted in October 2013. The vision of this plan focuses on “The development of a compact, accessible and vibrant city that is a destination in its own right; that offers a unique, distinctive and diverse range of independent, national and international retailers to serve the needs of its regional catchment and that is developed fully in accordance with its designation as a gateway city.” The Management Plan provides a framework for future urban development and growth particularly in the area of Creative and Cultural Industries (CCI’s).

[Waterford Cultural Quarter Plan](#) was adopted by Waterford City and County Council in December 2017 and this is the area where Waterford is concentrating on implementing their Creative Spirits strategy.

The key objectives for Waterford Cultural Quarter (WCQ) are:

- Improve Public Realm in the WCQ
- Improve Vibrancy/Animate the WCQ
- Develop an environment for Creative Practice to Flourish

- Develop a Supportive Environment for Creative and Cultural Industries
- Support Enterprise Development in WCQ
- Engage communities in WCQ development

Waterford's challenge is to ensure that integrated implementation of its policy bringing together social, economic, and environmental actions.

Overcoming the challenge

The challenge was to ensure an integrated approach was achieved in planning to create a Cultural Quarter in Waterford. Similar urban regeneration projects in Waterford have not had a strong social element to them and local consultation was a necessity. The economic actions are equally challenging and require a balanced approach.

New capacity /capability in the city

A range of consultations with communities, creatives and business took place to ensure that all voices were heard within the development of the plan. This process provided new skills to the teams involved in preparation of the plan. Funding will have to be sought from a wide variety of sources, including local, national, EU and private funds.

What will success look like?

Success will be measured by objectives of the plan being met.

- Regional development of CCI from a base in the Waterford Cultural Quarter
- Mixed use of funding from a variety of sources
- A mixture of hard and soft measures that show progressive development
- Independent and interlinked actions that have social, economic and environmental outcomes and outputs.
- A key action is the development of an Incubation Hub which will bring a range of actors together – Creative and cultural industries, educational institutions, local enterprise, artists and community.
- Creative leadership and the creative ecosystem will be strong and will deliver a space for creativity to flourish.
- Excellent cross-sectoral and cross-departmental coordination will deliver an integrated approach.

Implementation Challenge 2 – Maintaining involvement of local stakeholders and organising decision making for implementation

The challenge in the local context:

Waterford's strategy: A Cultural Quarter for Waterford outlines the following:

“Cultural quarters which have resident communities at their heart and where these communities feed into the development of the district, tend to have a distinct identity and provide the energy, relationships and exchange on which creativity thrives. They become vibrant places to live and work and are rooted in place, with supportive frameworks between multi-disciplinary agencies and partners delivering a continuum for development and growth over time. The best cultural quarters are inclusive of communities within their boundaries, and are vital for progressive cultural and creative practice, production and entrepreneurship that can make a difference.”

Waterford's challenge is to ensure that local communities and stakeholders (business and creatives) as well as educational institutions and all relevant departments of the local authority have involvement in decision making and in implementing actions.

Overcoming the challenge

In order to bring about the involvement of stakeholders Waterford set up a **Steering Committee** which also acts as the ULG. The steering committee is made up of key representatives of our three main stakeholder groups: business, creatives and community, as well as local authority staff and political representation. The make-up of the steering group developed due to a collaborative approach to participation.

Maintaining participation and decision making during the implementation phase is a key challenge. Monthly meetings are organised for updates of how objectives are being met, discussion of implementation of challenges, and representatives are charged with tasks – working with their stakeholder groups through meetings, posters, social media posts and via networks to ensure that actions of the group are being communicated to as wide a network as possible. Representatives are also asked to bring feedback to the group about opportunities and challenges. The project delivery team also meet more frequently with politicians to ensure that they have up to date information

Our solution to the challenge has been to apply a holistic approach; community engagement workshops, business engagement workshops, supporting the set up and development of the Waterford Arts Forum and encouraging them to join the PPN (Public Participation Network). We hold monthly meeting with councillors and externals and use a range of communication tools to ensure an integrated approach to the development of our actions.

Our aim is to turn the Steering Group into a legal entity (a company) that will in time be the main delivery method to manage the Waterford Cultural Quarter.

New capacity /capability in the city

Due to a applying a deep commitment to community and stakeholder engagement, to this point we have encountered very little resistance to the action plan and its implementation. Robust voices and opinions are important, and we welcome and expect to meet them during implementation of some of our actions as we progress.

By including stakeholders in decision making, we are slowly moving to the notion of deliberative democracy in some actions. We are much more used to a representative model and we will slowly work towards increasing the voice and visibility of less vocal communities. Implementing the actions of the WCQ through a participative methodology reinforces the importance of stakeholder engagement in all aspects of planning, concept development, action planning and implementation of the objectives.

What will success look like?

Success for Waterford will include factors such as a more represented voice for local communities, including residents, businesses and creatives. It will mean new ways of cross departmental working, and strong teams of cross collaborative teams with a wide range of stakeholders from private and public being involved in delivering CCI development and community engagement. A well resourced WCQ company with a chief executive and a responsible Board of Management will oversee the WCQ development; this company will have a defined set of indicators and monitoring and evaluation systems in place.

Waterford Cultural Quarter is working with its current festival offering to provide progressive and interesting opportunities for communities to integrate in a meaningful way in civic, cultural and creative ways that celebrate the diversity of cultures in the city. One of our solution to the challenges of a lack of an integrated approach, to increasing stakeholder involvement and to moving to operational actions is to provide opportunities for communities and stakeholders to work together with WCCC:

Snapshot: Waterford Cultural Quarter Steering Committee supported Africa Day celebrations - aim of the event is to celebrate African and Irish cultures together.

We applied for funding to host the festival in our key area (the O'Connell street area of the city), we organised road closures and event managed the festival day – this was all done in cooperation with other departments of Waterford Council.

Stakeholder involvement: We worked with the organising committee of the Integration and Support Unit, mainly made up of African nation representatives, and with the Community Dept of Waterford City and County Council.

We have created a close working relationship with the Community Dept of the Council, and with the ISU, two key stakeholders in our Action Plan. Most importantly we built trust and strong relationships with the resident community of our target area, with families, community leaders and women from migrant communities who do not get opportunities to integrate with civic life.

<https://waterfordculturalquarter.ie/2018/07/17/africa-day-waterford-cultural-quarter/>

Implementation Challenge 3 - Setting up efficient indicators and monitoring systems to measure performance

The challenge in the local context:

Waterford doesn't have extensive experience in setting indicators and monitoring system, so this has been one of the more difficult challenges for the delivery team.

Overcoming the challenge

Our initial approach was to work with the local third level institution, Waterford Institute of Technology as they have expertise in delivering "Healthcheck"; a comprehensive system of indicators for retail that could be adapted to use harder and softer measures. It was deemed that this approach would be too expensive and would need considerable work to adapt as well as resources to carry it out.

The decision was taken to set two main indicators and work is now ongoing to put measures in place to put a monitoring system in place. Currently monitoring is being undertaken by WCCC Economic Department via visual inspections of vacancy rates.

Waterford City and County Council Culture Department is examining way of measuring and evaluating audience participation and audience development. The WCQ will work closely with this process as a next step in setting up efficient indicators and monitoring tools to measure how the project performs over time.

New capacity /capability in the city

To date, the new capacity and learning has been through the valuable case study meetings and the excellent masterclass given in Sofia. The next part of the process is to advocate for a more systematic approach to setting indicators, to monitoring and to evaluation in the Council.

What will success look like?

Success will be a suite of materials such as baseline studies, measureable results and output indicators, a monitoring system and an evaluation methodology in the target area.

Implementation challenge 4 – moving from strategy to operational action plan

The challenge in the local context:

Waterford is a plan-led city in its development - with the Waterford City Development Plan, Waterford Local Economic and Community Plan and Regional Cultural Strategy, all serving at a higher level to inform the public, statutory authorities, service providers, etc. of the policy framework that guides development decisions within the city. Through these documents (and associated plans for functional areas - e.g. arts, libraries, heritage, archives etc.) Waterford is working to ensure that any improvement of the city is integrated, relevant to respective communities and in line with its core development goals. It is within this wider policy context that the proposed development of the Waterford Cultural Quarter sits.

A range of stakeholder engagement meetings and workshops took place over the summer months of 2017 and these sessions have elicited more than 80 separate ideas for development of the WCQ, relevant to different communities and industry players. The process of development is ongoing and the ideas generated are included in the work plan for the implementation of the WCQ action plan. A number of programmes and projects which support the WCQ development phase are already in progress.

Overcoming the challenge

One of our first actions once our WCQ strategy was adopted by Council to become policy was to create a team for delivery, and a clearly defined action plan using project management tools.

A comprehensive action plan for the target area includes a list of actions, each of which supports the development of CCI's in the area. We work closely with politicians, local authority staff (particularly economic department staff) and partner stakeholders to deliver each action; to define the action, to examine funding sources, to ensure a holistic city approach (breaking down "silo" thinking).

One of our key actions supporting the development of CCI's is to develop an **Incubation Hub** in the target area. In order to develop this incubation hub, we need hard measures such as; create space(s), fund the development, examine structures for ongoing delivery, as well as softer measures such as methodologies for allowing for experimentation, soft supports for setting up CCI's etc.

In order to carry out this work we have commissioned an external company to produce a feasibility study and business plan in partnership with a wide range of stakeholders (especially educational partners), including local residents to decide how the incubation hub can become a reality.

Other actions include working with politicians and staff to examine rent schemes to support landlords of vacant buildings to reuse them for craft workers – living above the shop schemes, and rates schemes to encourage start up and creative businesses to relocate to the area. Pop-up schemes and markets are also being investigated.

SNAPSHOT:

Waterford Design Challenge: Creative Spirits provided funding for a Local Creative Engagement Action. In 2017, together with Waterford Institute of Technology and Garter Lane Arts Centre, Waterford Cultural Quarter set up the Waterford Design Challenge. This project involved a multidisciplinary cross community approach to finding solutions to challenges and opportunities that residents, creatives and businesses find when living, creating and working in our target area of O'Connell Street.

Steps:

- Set up the inclusive Design Challenge process
- Hold workshops with the WCQ community to identify challenges and opportunities
- Work with the Design and Architecture students of WIT to brainstorm solutions
- Introduce Design mentors to students and develop solutions
- Design public exhibition and public voting on solutions
- Funding to implement a design solution on the street.

This project led to Waterford Council initiating, developing and realising solutions to IC1, IC2 and IC4



New capacity /capability in the city

The actions that we are taking in relation to economic supports for CCI's are now just beginning to be realised, and will take time to come to fruition. Other actions that we are undertaking are a branding plan to support communications, and mapping of vacancy. Each of these actions underpin development of the WCQ, and therefore knowledge and understanding of Waterford's ambition to become a centre for excellence in CCI's.

Beginning with clearly defined actions and goals, spending time devising areas of responsibility and clear tasks has been a very useful process in order to achieve our aims of developing supports for CCI's.

What does success look like?

- Key actions carried out – branding and marketing, communications, CCI supports etc, festival supports, community projects etc.
- An active and vibrant well funded incubation hub with strong governance structures.
- Rates and rental schemes to support creatives and enterprise development

Implementation challenge 5 - Enhancing funding of urban policies by exploring financial innovation

The challenge in the local context

Waterford needs to gain more experience in obtaining funding for Creative and Cultural industries.

We have started to put steps in place to explore areas of investment and collaborative funding streams for CCI's, such as our Crowdfunding Event (outlined in "overcoming the challenge" below)

In 2019 a Waterford Cultural Quarter (WCQ) Director will be appointed to the project once a governance structure has been finalised. As part of this role the Director will be responsible for setting up a funding development element to seek private funding to support WCQ growth. Funding will be sought from Government, European Union and private funds as well as Waterford Council arts fund.

Funding from national initiatives such as Creative Ireland (2017-2022) and the Arts Council of Ireland will also be applied for on an annual basis. Involvement in EU programmes such as Creative Spirits/URBACT, Creative Europe, Interreg, Horizon 2020 will also assist in funding the progression of WCQ.

Overcoming the challenge

In April 2018, Waterford organised a free public Crowdfunding Event in hosted in Garter Lane Arts Centre in WCQ.

This event was facilitated by Andrew Hetherington from [Business to Arts](#) which is a membership-based, charitable organisation that brokers, enables and supports creative partnerships between businesses, individuals and the arts.

They work to team business members up with arts organisations and artists to develop solutions in areas such as sponsorship, commissioning, brand development, training, leadership development, internal and external communications and events.

They also work with artists and arts organisations providing a range of training opportunities and coaching to help diversify income streams, grow audiences and improve efficiencies

This event was very well attended by a variety of different stakeholders with numerous creative ideas all looking for ways to find funding to enhance their proposition.

To date we know of two groups that attended our forum who are using the crowdfunding avenue <https://fundit.ie/> to help raise funds for their projects.

We are working cross departmentally with our colleagues in Economic Development to identify further funding streams for CCI development including start-ups, rates and enterprise supports.

Following a presentation on Social Impact Bonds at the Maribor Case Study Meeting, we investigated the feasibility of applying this approach to funding. Following further research we believe that this approach would not be cost effective at this time but we may re-examine in time

Relevant reports:

<https://www.socialplatform.org/news/piloting-a-social-impact-bond-in-ireland/>

<https://igees.gov.ie/wp-content/uploads/2015/06/Social-Impact-Investments-in-Ireland-Learnings-from-the-Pilot-Initiative-FINAL-docx.pdf>

New capacity/capability in the city

Waterford will progress with the implementation of its action plan in relation to the support of current CCI's in the area and its development of further enterprise creation. It will seek new partnerships locally, nationally and international work collaboratively to fund this ongoing venture.

What does success look like ?

In regards to funding and the impact that it would have in Waterford, many different financial opportunities will have to be explored to achieve a successful outcome to our core objectives. Waterford Cultural Quarter governance model will examine opportunities to:

- Collaboratively work with the Local Enterprise Office to fund CCI mapping, and to collaboratively examine funding models locally, nationally and EU wide to support CCI development
- Promote Crowd Funding with various creative and cultural organisations in the region and look at models of support to kick-start some initiatives
- Implement the recommendations of the Incubation Hub report (due May 2019) in relation to funding options for CCI incubation including diversification of funding between educational institutions, CCI's, local authority and others
- Seek funding from a wide variety of sources that the Local Authority doesn't have access to - community funds, social enterprise funds etc.
- Create strong links with the Southern Assembly to research EU funds, particularly innovative funding models. The Southern Assembly's role is to
 - Manage and monitor EU programmes of Assistance
 - To co-ordinate, promote and support strategic planning and sustainable development of the region
 - To promote effective local government and public services in the region, in conjunction with the National Oversight and Audit Commission
 - To prepare and oversee the implementation of Regional Spatial & Economic Strategies (RSES).

Part 4

Learning Journey

Waterford has been constantly evolving throughout the course of this Creative Spirits project. We have received learning opportunities from a variety of different stakeholders such as our partner cities, our ULG, our CCI's, our local artist/community and business groups.

October 2017 – March 2018

Lublin Case Study Meeting - This was our first Case study meeting, and we attended a number of interesting presentations from the municipality of Lublin and farther afield. Of particular interest were presentations by Twan de Bruijn on good governance structures, and a discussion on devising indicators. The Eindhoven example was useful as an example of a post industrial city that connected strategic approaches, EU funding and an experimental approach – city as living lab.

Kaunas Case Study Meeting - The CSM in Kaunas provided Waterford ULG members the opportunity to see interesting projects in that city. In terms of public realm, pedestrianisation of the street was of particular interest. The Maker Space provided a good opportunity to make connections. Waterford is delighted to share experiences of good practice with Kaunas as it too has an International Street Art festival. Waterford and Kaunas are now partnering a Creative Europe Murals for Community project 2018-2020.

Ibi Case Study Meeting - The meeting in Ibi allowed participants to attend a masterclass that looked at how we can enhance the funding of urban development policies through funding innovation. We looked at a variety of funding approaches, and implemented one action as a result of this – we organised a workshop on Crowdfunding for creative and cultural organisations in Waterford. Other areas of interest included supporting micro-enterprise, traditional and creative in the city centre. Very inspired by the “Vestigis” project which could easily be replicated; exploring the creative side of traditional industry in decline is a theme that mirrors most Creative Spirits cities.

April 2018 – October 2018

Ravenna Case Study Meeting – The Ravenna workshop was very collaborative and gave a very interesting impression of how the city is working to improve the Darsena area and how they will establish CCI in the area. The Green Port connection provides a good model of how integrated implementation of the strategy can work in reality, and provides a useful approach to stakeholder engagement. Colabora, an innovation co-working space provided Waterford with inspiration as to how we might develop our Incubation Hub and we hope to develop this link further over time. Waterford has taken inspiration from the heritage of Ravenna city and developed a model of community engagement through mosaic art.

Sofia Case Study Meeting - The blend of tradition and ancient heritage and how that can work with new city development was a very interesting model. The Globe Theatre showed openness and inclusiveness in how it can be used for a variety of purposes. The URBACT Masterclass on devising indicators was valuable and assisted Waterford in creating draft indicators for use in the Cultural Quarter in relation to CCI development and stakeholder engagement.

Lublin Internship Week - In July we had the opportunity to visit Lublin for an internship week - three days to have a more in-depth examination of how Lublin works with CCI, the strategies they have in place to support micro enterprise & stakeholder engagement. We visited an excellent model of co-working called LuCreate. Waterford is very interested in this model and would like work with Lublin more closely to develop links with LuCreate . Collaboration with the Universities is a good model in Lublin – Waterford has a much smaller third level connection but we took inspiration from Lublin and developed “Design Challenge” with Waterford Institute of Technology as a way of forging strong links.

Waterford Internship Week – Waterford hosted Sofia, Lublin and Újbuda , and we showcased our target area - a number of CCI's, our approach to stakeholder engagement, local authority strategy in relation to public realm and heritage, NGO's and integration of citizens from new communities and the internees attended our ULG meeting.

Loulé Case Study Meeting - Design Lab Loulé provides a great model of how design industry in particular can come together to produce work, to collaborate, and to be inspired by each other. The Masterclass on Integration was helpful. On a lighter note, the Puppet Show was a fantastic way to show how commercial or disused / abandoned spaces can be used to great effect for cultural and creative purposes and provided food for thought .

November 2018 to February 2019

Waterford Case Study Meeting - This took place in November 2018. Our walkshop and stakeholder showcase took in many of our cultural and creative buildings and providers including theatre, film, makerspace, architecture school, design school and more. We also hosted an URBACT masterclass on the topic of maintaining stakeholder engagement and organising decision making for delivery.

Maribor Case Study Meeting

A richness of creativity in this former ECoC city, Waterford really noticed the legacy of the programme throughout their visit. Maribor's approach to Creative Mapping was very practical and useful. The walkshop provided us with many opportunities to see how the creative sector in Maribor works and the collaborative "Stories of Benches and People" was inspiring – it would have potential to be a project the Creative Spirits network could carry on after the project end.

Part 3.5

Synthesis

Creative Spirits was Waterford City and County Council's first foray into the URBACT model of transnational cooperation and therefore was a steep learning curve. Waterford City and County Council's strategic approach to developing an effective CCI ecosystem was provided for in two high level documents; *Better Together: Regional Cultural Strategy & Waterford City Centre Management Plan*. During the lifetime of Creative Spirits, Waterford Council moved from strategy to operational action plan; *A Cultural Quarter for Waterford*. We found the guides provided to us throughout the lifetime of the network assisted us greatly in having a structured and in-depth approach to an integrated approach, to stakeholder engagement and local decision making, and to action planning.

We implemented a number of actions, some of which are described in the document;

- Setting up a Steering Committee to ensure stakeholder engagement and local decision making
- Local creative engagement action (Design Challenge) was a useful tool to work with stakeholder engagement and action planning.
- Development of the Incubation Hub feasibility study has been heavily influenced by the many examples of CCI development in our network partner cities.
- We implemented "Healthcheck" in our city and developed draft indicators for our actions in our target area.

Barriers to implementation that we found challenging included;

- Finding innovative solutions to funding – this will require a city-wide approach to researching models that will work in the local context, and will require an openness to experimentation that may not exist currently.
- Setting indicators and monitoring performance – it has become obvious that we need a more methodological approach to data capture in relation to CCI's and other factors so that we can have a strong baseline position on which to base our indicators. We have devised draft indicators and plan to roll them out once we have carried out CCI mapping and put smart technology in place to capture data.

The most important thing that Waterford learned from being a partner city in Creative Spirits was that even though we are carrying out many actions, there is huge value to a methodological approach to implementation. Past experience and new learning from Creative Spirits has taught us that securing funding and beginning projects from the point of action planning without an integrated implementation plan with a range of performance measures is not an efficient or effective approach. It is vital to take a holistic approach, examining social, economic and environmental effects of each action and having a clear cut set of objectives and actions before the commencement of a project. The learning for the staff of the municipality was invaluable, and having the capacity to bring ULG members to Case Study Meetings provided an opportunity for relationship building, for new connections and hopefully for long-term transnational association in time to come between our cities.