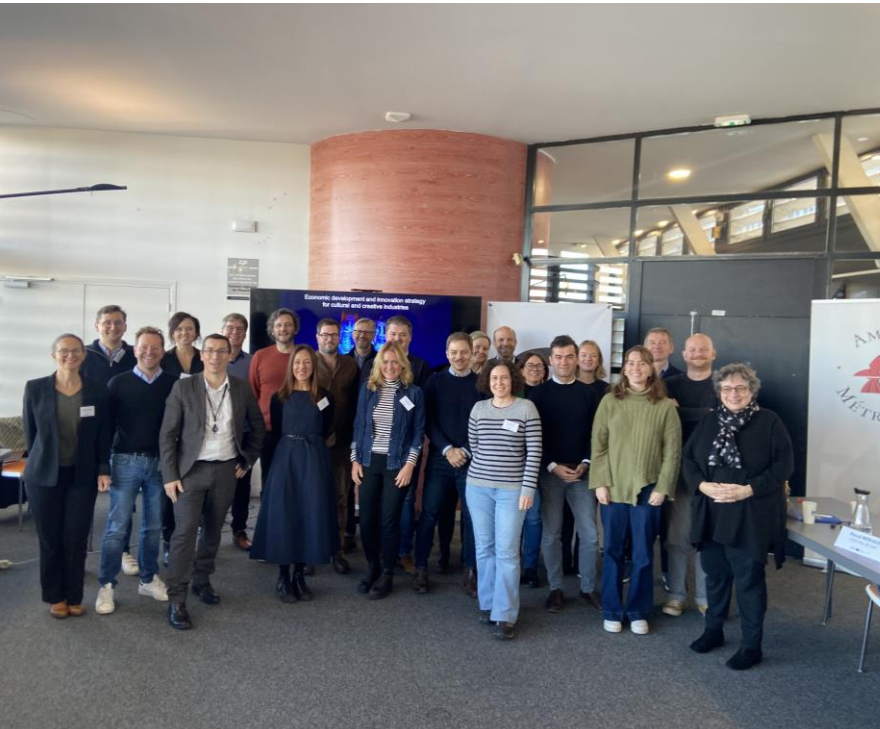


# Economic development and innovation strategy for cultural and creative industries

A Policy Learning Platform Peer Review

20-21/11/2024

**FINAL REPORT**



## 1. Brief presentation of the beneficiary and its motivation to host a Peer Review

### **Amiens Métropole in a few words**

Ideally located at the heart of the Paris-London-Brussels triangle, just an hour from Lille, Rouen and the Île-de-France region, Amiens Métropole is an area that combines a comfortable lifestyle, economic attractiveness - thanks in particular to an affordable real estate offer - and artistic and cultural dynamism.

Gathering 39 municipalities, mainly rural with the exception of the city of Amiens, and with a population of almost 180,000 inhabitants (including around 130,000 inhabitants in the city of Amiens alone), Amiens Métropole is particularly well known for its natural environment. Ranked as one of the ten greenest metropolis in France by the National Union of Landscape Companies (UNEP in french), it offers a particularly rich natural environment for its inhabitants and visitors: 281 hectares of green spaces, 300 hectares of forests, 300 hectares of horticulture, 30 hectares of marshland, its river and 65 km of waterways, 8.5 hectares of flowered areas. The city of Amiens has been awarded the RAMSAR label for the quality of the protection of its wetlands.

Amiens is the first town in France in terms of UNESCO heritage sites and is labelled "Ville d'Art et d'Histoire", City of Art and History, since 1992 (national distinction). The territory's flagship tourist attractions are respectively: the Cathedral "Notre-Dame d'Amiens", the Amiens Métropole zoological park, and the Hortillonnages (also known as floating gardens).



*The Cathedral "Notre-Dame d'Amiens" during the biannual "Chroma" videomapping show*



Amiens Métropole is a real talent pool, thanks to its young population and a highly developed higher education ecosystem (more than 320 courses and nearly 31,500 students), with a rich network of laboratories and research units (nearly 40 laboratories gathering a thousand researchers), making it an area of innovation with national and international reach.

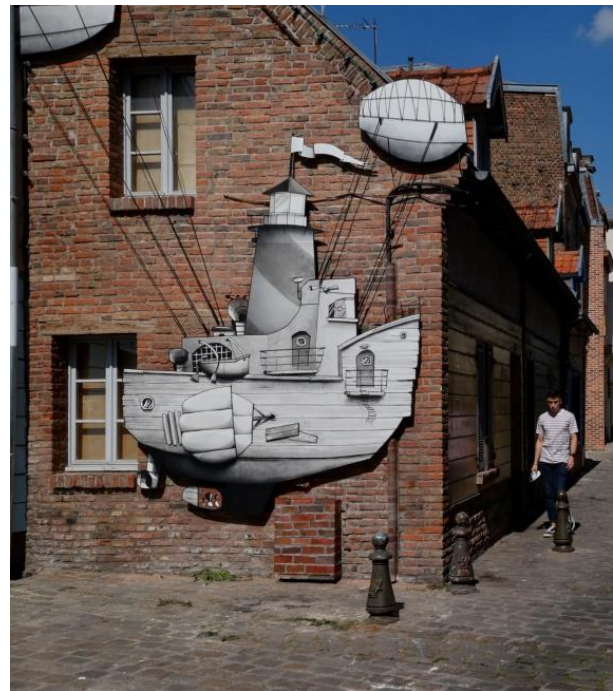
### A challenge for the future: develop CCI ecosystem

For several years now, Amiens Métropole has been deploying an attractiveness strategy based on supporting the structuring and development of the territory's economic, innovation, research and cultural sectors of excellence. Several strategic documents structure this ambition, such as the Metropolitan Plan for Higher Education, Research and Innovation or the Metropolitan Plans for Structuring Artistic and Cultural Industries, with a particular focus on the plastic and visual arts.

Set up for the period 2021-2026 (current political mandate), they are the result of a process of co-construction with all stakeholders established in Amiens Métropole territory. These documents constitute a roadmap that makes it possible to clarify Amiens Métropole's position, particularly in its policy of supporting the implementation of projects in these sectors, and to encourage local players to initiate partnership dynamics. More specifically, these strategies are based on a number of axes, from which operational objectives and concrete actions come.



*"Les Rendez-Vous de la Bande-Dessinée"  
Amiens Métropole comics festival*



*"IC.OC.NIC" Amiens Métropole street art festival*

However, CCIs are not fully visible in these roadmaps. Thanks to a study carried out in 2023 on the economic and employment potential of the CCIs sector within its territory, Amiens Métropole has decided to deploy a fully-fledged CCIs innovation and economic development strategy.

By focusing in particular on the image sector, the aim is to increase the number of links between practices in order to stimulate the emergence of new artistic styles and new entrepreneurial skills. The objective is to foster unprecedented cross-sector collaborations between this sector and the Amiens Métropole's other fields of excellence: health, energy self-sufficiency and digital technology.

## CCIs in Amiens Métropole key figures

- ⇒ **680 local establishments** (companies, associations, training establishments, etc.).
- ⇒ Nearly **1,500 direct jobs**.
- ⇒ **6 renowned regional, national and international festivals**, including the "Rendez-Vous de la Bande Dessinée" (comics festival) and the Amiens International Film Festival.
- ⇒ **2 reference laboratories**: the Center for Research in Arts and Aesthetics and the Digital Modelling, Information, System laboratory.
- ⇒ **4 higher education establishments of excellence** in video games, animation, performing arts, visual arts and communication: UPJV – University of Picardy Jules Verne, ESAD – Higher School of Art and Design, ESC – Higher Business School, and Sup de Com – Higher Communication School.

Amiens Métropole's ambition to develop the CCIs sector is based on an object that is both the foundation and component of the approach: the Innovative Images and Creation Platform (in french "Plateforme Innovante des Images et de la Création" – PI<sup>2</sup>C).

The former Amiens postal sorting center, which is currently in renovation, will be converted in 2027 into a center of excellence for the image field and be based on the complementary of the three cultural operators it will host:

- ⇒ Waide Somme, art school specialised in moving pictures and graphic design.
- ⇒ The Pôle BD Amiens / Hauts-de-France, the regional association dedicated to comics, known for "Rendez-Vous de la Bande Dessinée" comics festival and its resources center.
- ⇒ The Regional Contemporary Art Fund (in french "Fonds Régional d'Art Contemporain" – FRAC) Picardie Hauts-de-France, the only FRAC in France dedicated to contemporary drawing.



Artist's view of the former Amiens postal sorting center converted into the PI<sup>2</sup>C



Current view of the former Amiens postal sorting center, the future PI<sup>2</sup>C

These three players will be joined by an ecosystem dedicated to support companies in the CCI sector, connected to the cultural players in the image field, to the economic environment, to the research sector and, more broadly, to the innovation dynamic implemented in the territory. The creation of the PI<sup>2</sup>C, which will act as a catalyst for initiatives that are currently scattered across the territory, will help to bring this ecosystem together and foster the emergence of interconnections that are a source of creativity and innovation.

## 2. Specification of the policy challenge encountered

Amiens Métropole faces a number of challenges in the structuration and dynamisation of the CCI sector. While the implementation of the aforementioned roadmap, and the objectives and actions arising from it, has provided a number of solutions, several points remain unsolved.

By applying to the Interreg Europe programme's Peer Review device, Amiens Métropole wanted to inspire from virtuous examples implemented by other European territories and capitalise on the recommendations of European experts.

Among the main obstacles to be removed feature:

### ⇒ Governance and functioning:

- Promote ownership of the roadmap by all the players involved, both within Amiens Métropole services and among local stakeholders.
- Stimulate partnership and collective dynamics within an ecosystem that already exists but is currently compartmentalised.
- Make the PI<sup>2</sup>C the bridge between cultural operators and the economic, innovation, research and training ecosystems.
- Beyond the image fields, encourage the development of other ICCs sectors.

### ⇒ Innovations and economic benefits:

- Put CCIs at the service of growth and development in other economic sectors.
- Identify concrete levers to facilitate the emergence of innovative projects in the CCIs fields and support them.

### ⇒ Attractiveness:

- Develop a coherent marketing strategy around the CCIs in order to stand out regionally and nationally and attract/retain talent and companies.
- Make CCIs one of the pillars of the territory's tourism strategy, in particular by making the PI<sup>2</sup>C a tourist attraction.

### 3. Participants

In the context of the Peer Review meeting, key stakeholders of the territory's ecosystem were invited and participated. Below is the list of participants.

EXPERTS		
First and last name	Country	Organisation
Christina KOCH	Austria	Austria Wirtschaftsservice
Gisa SCHOSSWOHL	Austria	into Projects
Elena MENGOTTI	Italy	Friuli Venezia Giulia Autonomous Region
Silvia PORETTA	Italy	Municipality of Bologna and University of Bologna

INTERREG EUROPE		
First and last name	Organisation	Position
Luc SCHMERBER	Policy Learning Platform	Thematic Expert - Smarter Europe
Antoine DUQUENNOY	Policy Learning Platform	Thematic Manager
Rene TÖNNISSON	Policy Learning Platform	Thematic Expert - Smarter Europe
Eline DERKS	Policy Learning Platform	Intern
Christophe ULIASZ	Interreg Europe	National authority
Caroline GAUTHIER	Interreg Europe	National contact point
Julie CEGLAREK	Interreg Europe	Regional contact point

AMIENS MÉTROPOLE	
First and last name	Position
Alain GEST	President
Pierre SAVEUX	Vice-President Culture and Heritage
Arnaud RIQUIER	Deputy managing director – Territory's attractiveness
Virginie DELAFOSSE	Head of High Education, Research and Innovation Mission
Sébastien AUCHART	Head of Cultural and Heritage department
Delphine LEMAIRE	Head of Economic Development
Bertrand BELLANGER	Deputy Head of Economic Development
Pierre-Yves HURTEVENT	Head of Tourism department
Sébastien SAILLIOT	Policy officer in charge of digital economic ecosystem
Joseph DELAHAYE	Policy officer in charge of research and innovation

LOCAL STAKEHOLDERS		
First and last name	Organisation	Position
Yohann BOURDET	Regional contemporary art fund – FRAC-Picardie	Head of programming
Pascal MÉRIAUX	On a Marché sur la Bulle – Hauts-de-France Comics Centre	CEO
Barbara DENYS	High school of art and design – ESAD	CEO



Gaëlle LERUSE	innov'a	CEO
Charlotte PIAU	innov'a	Project manager
Emmanuel-Alain RAYNAL	Miyu Productions	CEO
Godefroy VUJICIC	Pictanovo	CEO
Anne-Sophie GELLEZ	Région Hauts-de-France	Policy officer in charge of cultural and creative industries
Juliette DUFOUR	Rencontres audiovisuelles	Project manager
Alexandre POINTIN	Chamber of commerce and industry – CCI Amiens-Picardie	Startup manager

#### 4. Policy recommendations

The experts' recommendations have been divided into 4 groups: general recommendations and the three sections proposed by Amiens Métropole, which correspond to the main challenges encountered in this context (governance and functioning, innovations and economic benefits, attractiveness).

##### ⇒ General recommendations:

- Combine a strong strategic commitment on the part of the local authority with a participative approach.
- Do not impose a top-down strategic approach.
- Do not try to mobilise stakeholders who have not expressed an interest in the process from the outset.
- Propose a long-term approach and regularly monitor its progress using concrete indicators.
- Make European projects the main tool for implementing this ambition (an ideal mechanism for experimentation).

##### ⇒ Governance and functioning:

- Gain an in-depth understanding of the players involved and focus on their needs.
- Assert the public institution's role as coordinator and driver of the ecosystem.
- Clarify everyone's role and place in the strategy, both internally and externally.
- Put co-creation at the heart of the strategy implementation process.
- Use experimentation to initiate new partnerships and seek funding.

Here are a few examples of what could be done in Amiens Métropole's territory:

- Set up themed working groups to check on the progress of the project and ensure that it is consistent with local needs.
- Use existing tools such as business clubs and networking events organised by innovation support structures.
- Create an event program to enable the players to get together and better know each other.

##### ⇒ Innovations and economic benefits:

- Define innovation in a broad and holistic approach.
- Raise awareness on the innovative potential of CCIs, a leading sector in terms of innovation.

- Support creativity: promote collaboration between CCIs and other economic sectors as a vector for innovation (a clear, supervised and facilitated process).
- Create dedicated funding to provide better support for innovation.
- Create dedicated places where players can meet and create.

Here are a few examples of what could be done in Amiens Métropole's territory:

- Create events designed to foster connections between CCIs and other traditional economic sectors, to enable new economic projects to emerge.
- Create incentive-based financial support tools that are easy to mobilise, seed vouchers, to boost collaborative projects between CCIs and SMEs from other economic sectors.

⇒ Attractiveness:

- Measure the impact of culture on the local economy.
- Beyond the economic impact, consider the other vectors of attractiveness linked to culture (well-being, tourist influence, etc.).
- Be consistent about the target to be reached and the actions to be deployed accordingly.
- Promote the link between cultural attractiveness and the development of the CCI sector in the territory.
- Encourage the building of connexions between local heritage and CCIs.
- Do not underestimate the point of view of cultural institutions and the main local players.

Here are a few examples of what could be done in Amiens Métropole's territory:

- Continue to develop and strengthen the policy to attract film shoots to the territory.
- Adapt existing cultural routes in the area to enable them to incorporate CCIs (e.g. the PI<sup>2</sup>C).
- Strengthen collaborations between local tourism and cultural players and CCIs to enable the emergence of innovative solutions promoting the development of a more attractive offer.

## **5. Possible calendar of implementation**

Thanks to the support of experts and the rich discussions that took place during the Peer Review, Amiens Métropole's roadmap for the development of the ICC sector in its territory has been partly redesigned and clarified.

It is based on the three axes of the strategy, each grouping together a series of actions to be implemented with a certain level of priority.



Axis 1 – GATHER

PRIORITY	ACTION	TIME-LINE
1	Organise regular meetings with cultural, economic and training local players to present the strategy, its progress, and check that everything is still consistent with their needs. These events are also intended to create links inside the whole ecosystem.	<p>In progress:</p> <ul style="list-style-type: none"> <li>· Creation of ICC afterworks: 3 to 4 times a year, 1st edition on 19 March 2025.</li> <li>· Set up a “launch / announcement” event for Amiens Métropole's policy of development support for CCI's in June 2025.</li> </ul> <p>Objective for late 2025/early 2026: intensification of these events and deploy a precise timetable.</p>
2	Map and regularly update the players involved in all the CCI's in the area.	In progress.
3	Integrate the Hauts-de-France Region cultural/CCI's strategy.	<p>In progress:</p> <ul style="list-style-type: none"> <li>· Organisation of visits to the territory and meetings with local players for the main Hauts-de-France CCI's agencies from January to March 2025.</li> <li>· Integration of the CCI's "strategic business area" group of the Hauts-de-France Region underway.</li> </ul>
4	Initiate a reassessment of the financial support granted to each cultural sector by reconsidering the sectors identified as priorities, in order to ensure that subsidies are consistent with Amiens Métropole's cultural ambitions.	<p>In progress:</p> <ul style="list-style-type: none"> <li>· Survey and analysis begun in March 2025.</li> </ul> <p>Objective for 2026: concrete launch of the reassessment.</p>

Axis 2 – SUPPORT

PRIORITY	ACTION	TIME-LINE
1	Define a support model for innovative CCI projects.	<p>In progress:</p> <ul style="list-style-type: none"> <li>By the end of the first half of 2025, the aim is to have a fully defined model: what types of premises are available, what support is needed, how to run this emerging ecosystem, which players are involved.</li> </ul>
2	Organise the territory's real estate offer so that it meets the needs of CCI companies.	<p>In progress:</p> <ul style="list-style-type: none"> <li>Work to identify existing companies nurseries that can accommodate CCI projects.</li> <li>Promotion of these available spaces to companies interested in setting up in Amiens.</li> <li>From 2026, anticipation to fill future spaces dedicated to economic activity within the PI<sup>2</sup>C.</li> </ul>
3	Create a catalogue of available facilities that can be mobilised for CCI companies, define the lacks in the territory and how they can be filled through the PI <sup>2</sup> C (for the draw/image professions) and more widely in Amiens Métropole (for the other CCI fields).	In progress, with the aim of having a comprehensive tool ready by the end of 2025.
4	Enable the territory's major cultural players to initiate changes to their business models, thanks to appropriate support.	<p>Discussions are underway to consider support from Amiens Métropole for consulting days to help these structures.</p> <p>Objective: implementation in late 2025/early 2026.</p>
5	Examine the potential for development in terms of training and research in the CCI fields.	Objective: 2026.

Axis 3 – INFLUENCE

PRIORITY	ACTION	TIME-LINE
1	Develop a marketing strategy around and about CCIs.	<p>In progress:</p> <ul style="list-style-type: none"> <li>· Production of the first communication materials in the beginning of 2025.</li> <li>· Work in partnership with the various Amiens Métropole departments involved and local ICC players to develop a storytelling approach about the territory's ambition.</li> </ul> <p>Objective: by the end of 2025, the aim is to have a clear communication strategy that everyone can understand and use, and dedicated communication materials.</p>
2	Make the Amiens Métropole's position on CCIs more visible by integrating it into national and European networks, including concrete European partnership projects.	<p>In progress:</p> <ul style="list-style-type: none"> <li>· Work in partnership with Amiens Métropole's twin cities, particularly with Dortmund.</li> <li>· Mobilisation of the Peer Review device.</li> <li>· By the end of 2025/beginning of 2026, implementation of a programme to welcome companies and institutional partners to present the approach via a stay, visits and meetings in Amiens.</li> </ul>
3	Strengthen the territory's position as a cultural and creative destination in its own right, beyond its heritage offer, in order to reach a wider audience.	Objective: 2026.



## 6. Conclusions

The development and the structuration of the CCI sector is a process that was initiated several months ago by Amiens Métropole. This gradual work culminated in the creation of a strategy, voted on by the Amiens Métropole Council in September 2024. In this context, the use of the Interreg Europe Peer Review device was ideal: it came at the right time and aimed to verify and correct the roadmap to be implemented over the coming months and years for CCIs in Amiens Métropole.

The Peer Review was positive in many ways:

- It brought together a small core of local players involved in this subject, who had not all had the opportunity to meet up until then, and in this way formed the stand of this future network of players.
- With attentiveness, professionalism and a huge interest in the subject, the experts were able to catch the approach adopted by Amiens Métropole and provide a valuable outside perspective to help refine the roadmap.
- For both Amiens Métropole and the local stakeholders, this event enabled the emergence of contacts between the experts, which could lead to the emergence of European partnership projects in the future.

The implementation of the Peer Review was greatly facilitated by the Interreg Europe and Policy Learning Platform teams. Amiens Métropole would be delighted to continue working together to monitor the progress of its CCI project and to share its experience of the benefits of using such a tool.

