



STRATEGY AND ACTION PLAN OF THE CULTURAL AND CREATIVE ECONOMY- JÁSZBERÉNY

Strategy and action plan for the development
of the cultural and creative economy (CCI) -
Jászberény

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Stimulart events and actions supporting the CCI Strategy making process:

	Event /Activity	Date
1.	Stakeholder meeting 3. related to the preparation of the strategy;	September 3, 2020
2.	Strategic discussion with heads of institutions and the city leaders	October 2020
3.	Stimulart's Local Partnership (LP and PP2) meeting to adjust strategic goals	November 5, 2020
4.	Publication of the results of a representative population questionnaire survey	November 2020
5.	Sending the PPT file containing strategic objectives and interventions to the stakeholder group	November 2020
6.	On-line workshop - informal stakeholder meeting to discuss goals and actions	December 3, 2020
7.	Finalizing the first version of the strategy	December 7, 2020



If you wish to use the content of the CCI Strategy for scientific or other purposes, please refer to the project information/data:



Project code: CE1491

Title: STIMULART - Stimulating CCI in mid-sized urban centres to boost competitiveness

Funding program: Interreg Central Europe Programme

For more information:

Official website of the project: <https://www.interreg-central.eu/Content.Node/STIMULART.html>

Official e-mail contact information for the project: stimulart@jaszbereny.hu



1. Introduction: the cultural and creative industries (CCI) - opportunities for small and medium-sized cities

1.1. The context of strategy-making - the role of cultural and creative industries in European and domestic urbanisation processes

The urbanization processes of the 21st century have produced several previously unimaginable phenomena around the world, in line with and partly because of the overall and global economic and social transformation. The processes and phenomena affecting the economic, social, built environment vary markedly from region to region in cities of all sizes and roles.

- For decades, the economic structure in leading economies has been characterized by the development of the service sector, coupled with a proportionate pull-back of the productive sector. Over the past 20-30 years, global systems have come to the fore and penetrated everywhere, making it more efficient to ensure conditions for production and service. At the same time, unsurprisingly, local values, products, and markets (local economy) have also intensified and been valued in part to offset this process, increasing the advantage of fast-responsive and well-managed places (cities) in competition for attention, investors, interested visitors and internal markets. Today, the two phenomena are parallel (glocalism) and many believe that it is worthwhile to turn to local conditions, resources and markets in this global competition.
- The service functions of European (large) cities have been strengthened to an unprecedented extent, as solvent demand for a wide variety of services (cultural, health, retail, tourism-related) - as the phenomenon of recent decades - is also increasing. Small towns across Europe are at a disadvantage compared to large cities, which attract young people with their versatile offer (varied, high-paying jobs, leisure offers, etc.).
- Small towns are feeling the negative demographic impact of migration to priority centres (these are population loss and higher growth in the proportion of the elderly population compared to large cities). This also affects small towns in central and eastern countries such as Hungary and is coupled with massive overall population loss at national level.
- Compared to larger city centers, **small and medium-sized cities** tend to be less successful at attracting high-value-added creative activities, innovative services and young talents. Economies of scale are only part of the reason. An outdated approach to the financing and commercial exploitation of cultural and creative activities is another reason, but there is also an underestimation of the creative potential of local heritage and poor entrepreneurship often characterizing actors in the culture and creative activities.
- The state (public sector) in the developed world (including Hungary on a follow-up basis) is gradually pulling back from funding tasks that are potential for market participants. Such is health, culture, aged care, where market participants are always present as an alternative. At the same time, culture is a specific case as some segments will have to stay publicly funded/supported to stay accessible for the wider public. In small towns, the settlement size and thus the critical demand level limits the sustainability of certain types of services purely on market basis.
- Info-technology solutions have launched the spread of data-driven and technology-dependent urban solutions (smart city) with a dizzying speed.



The continuous hunger for innovation in all urban areas of operation comes to the fore, which works not only on a technological but also on a social basis (social **innovation**). **Creativity (which is not necessarily the concept of innovation!) is a significant resource in both the global and local (local) contexts.** At the same time, the local economy can be even more focused if products (products, services) of creative activities reach consumers and can be sold on a market basis.

- The info-technological revolution and its technological solutions have transformed **communication practices**- which have not been left without a trace in traditionally more community-centered small towns. As a result of the same phenomenon, the working order and working culture in large cities are undergoing a major transformation. Teleworking (home office) and on-line services have started to grow dynamically over the past 10 years - on government and local initiative, this trend is gradually spilling over into the lives of small towns.

The trend was significantly accelerated by the Covid19 pandemic. Some subsectors of the CCI have serious livelihood problems, while others are more easily taken up. The range of on-line services has been further expanded and culture consumption, which normally requires a personal presence, has become available online in various forms (e.g., streaming - live coverage of theatrical performances, on-line galleries), since the survival of service providers is not otherwise possible.

In the context of global, local processes, the Cultural and Creative Economy has spectacularly advanced and was moving forward until 2020, with certain segments sensitive to current restrictions.

The cultural and creative economy in the life of cities:

The CCI is not a particularly new phenomenon (especially in the Western world), its importance has been steadily increasing since the decade of 1980. This development is linked to the observation at European level that many cultural and creative products and services are increasingly produced by business-based businesses and entrepreneurs, while the share of public-funded institutions or associations is declining. (This phenomenon is not so pronounced in the Central and Eastern European region, but it can be felt decisively in a metropolitan area.) In the meantime, the CCI is among the most important economic sectors in many countries in terms of share of GDP, employment, and exports.

The CCI accounts for 30-40% of the GDP of some European cities. Of course, the status of a world city is already a guarantee of solvent demand, but also a regional centre, such as 8% of Regensburg's GDP is also produced by the cultural and creative economy (In Jászberény, local tax raised from CCI enterprises accounted for 1.7% in 2019).

The central idea of the CCI is that prosperity and the increasing share of jobs are growingly created in relation to activities based on ideas (creativity).

The message of this somewhat abstract observation is that competitiveness at European level currently means **far more than low-cost high productivity**. Under the new types of economic conditions, countries and cities of all sizes will benefit from new resources for competitiveness **by becoming smart and creative**.

Cultural and Creative Industries (CCI): a set of activities within the economy aimed at creating and **"selling"** services and products based on individual and group creativity for business and community building purposes.

¹ We will continue to use the acronym CCI as an abbreviation, because it is much more naturalized in domestic use.



Creativity is the key to competitiveness in the sector. As the CCI sector responds to real needs and/or in the face of them, there is a solvent demand for products and services among consumers, as this is a condition for the functioning and survival of the sector. ²

The cultural and creative economy (CCI) **involves a variety of** creative activities. The CCI sector may differ in various literature sources, but they consistently speak of 12 - max.15.³

The **conceptual definition below** helps to understand how the cultural and creative economy overrides the traditional interpretation of cultural services, which is still characteristic in small and medium-sized cities in Hungary and is still (but is changing in some places).

*"The **cultural industry** is a **sector producing** and distributing products and services which are thought to have specific *characteristics, usefulness or purpose when they are produced. New products and services carry messages of cultural content and are independent of their market value and marketability at the moment of creation.**

In addition to traditional arts (performing arts, visual arts, cultural heritage, including public sector activities), it includes film, DVD and video, television and radio, video games, new media, music, books and the press sub-sectors (...)

*The **creative industry** is a sector that uses culture as an input and has cultural dimensions, although outputs are mainly practical. The creative industry includes architecture and design, integrating creative components into a process of much greater breath and complexity, as well as sub-sectors such as graphic design, fashion design or advertising (advertising industry)."*⁴

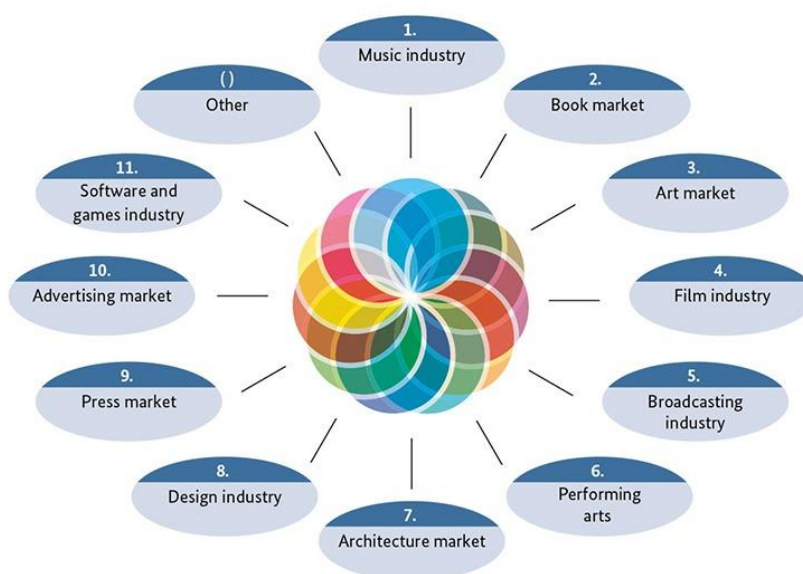
Sub-sectors of the cultural and creative sector:

1. music industry	7. building art (creative branch)
2. book market	8. design industry (fashion, jewelry, industrial design - interior design, etc.)
3. fine arts and applied arts market	9. printing industry
4. film industry (including photo)	10. advertising industry
5. TV, radio, etc. (mainly audio-visual media)	11. software and IT gaming industry
6. performing arts (theatre, music, dance, etc.)	12. other (arbitrary e.g., gastronomy)

² people, institutions, businesses and specific target groups.

³ The following is a presentation of the widely used division used in Germany by the University of Regensburg, which is a partner in the Stimulart project, and this is also used to prepare the strategy.³

⁴ Source: <https://op.europa.eu/s/n8TL>



1. Figure The subsectors of CCI

What is the Cultural and Creative Economic (CCI) ecosystem? Since the strategy often discusses the CCI ecosystem, it is important to talk about this in a few words. We are talking about an economic ecosystem when it exists in a multi-player system that allows and supports the operation of a sector in a complex way (triple or quadruple helix system).

Below we have summarized what constitutes a **sectoral economic ecosystem in general** and how it can be interpreted for the **cultural and creative economy**:

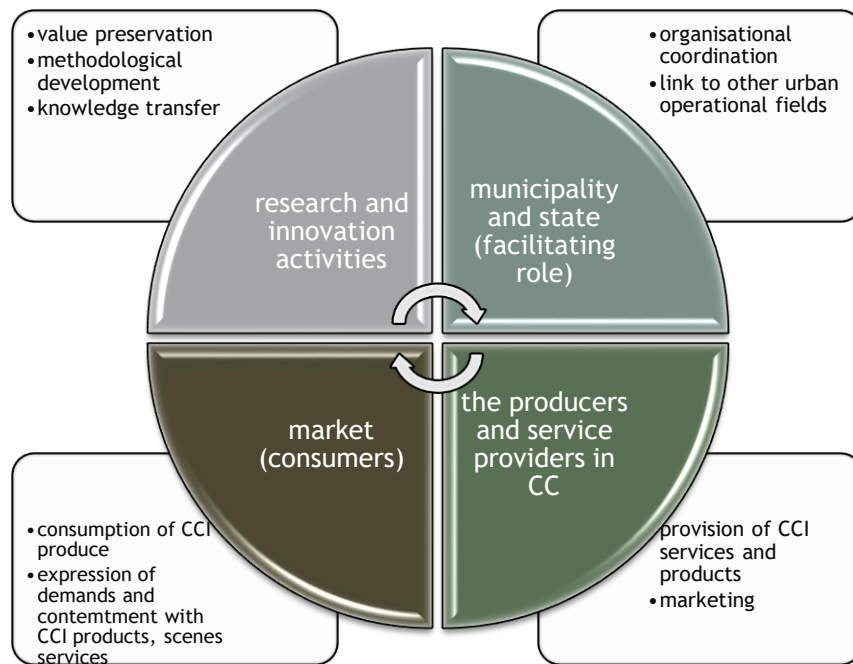
players and contributors (and their role) in the innovative economic ecosystem in general	players/contributors and their role in the cultural and creative economic ecosystem
<p>research and development actors in the sector (innovation, methodology and knowledge transfer)</p>	<p>Here you will find higher education institutions, where research is taking place on the subject and/or professional training is taking place. This also includes cultural institutions and new methodological knowledge supporting creative creation institutional and other actors, cultural identity institutions, local history and collections related to certain creators (as a source of creative inspiration), methodological centres where creative techniques are educated target groups from amateur to professional level.</p>
<p>entrepreneurs and companies who create and mediate products (products services)</p>	<p>Individuals, associations, and companies working in the sectors of the cultural and creative economy (who carry out all or part of their business activities), who produce creative products, services or convey to consumers</p>
<p>municipality, state (facilitating role)</p>	<p>Actors assisting the operating conditions of the cultural and creative economy by legislation, measures, and specific financial support (application system),</p>



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players and contributors (and their role) in the innovative economic ecosystem in general	players/contributors and their role in the cultural and creative economic ecosystem
	The facilitator role of municipalities is extremely important, and it is tailored to local conditions and needs in all municipalities, (creation and provision of cultural, community spaces, coordination role in joint marketing linked to urban branding)
market (consumers)	Consumers themselves are part of the cooperation of the CCI actors and their main target group, who may be residents from local, regional, and wider areas of attraction, as well as institutions, businesses (e.g., production companies) for certain CCI activities.

If any element of the sectoral ecosystem is missing or not functioning properly, the competitiveness of the economic area or the operational efficiency of that sector/sector may be problematic. There is also a problem if each group does not work together properly. It is fortunate that creative creation is (also) based on the inspiration of knowledge transfers, while the same takes into account (while shaping) consumer needs. The attitude of the municipality as a facilitator and its concrete supportive (not necessarily financial) actions can improve or worsen the operating conditions of all actors.



2. Figure Functioning of the cultural and creative economy (CCI) ecosystem

It is therefore essential that the local CCI is not only reviewed by sector and developed based on the strategy, but also considered in the CCI ecosystem system for each CCI ecosystem group of actors (and the quality of their performance of tasks) as well as for cooperation between each group. The state of the cultural and creative economic ecosystem in Jászberény is detailed in chapter 1.4.



1.2. Methodology for the preparation of the CCI strategy

Jászberény is preparing the development strategy of the CCI sector in the framework of the Stimulart project summarized in the next chapter (1.3).

The planning work followed the steps of the strategy cycle (strategy control circuit), already **known from traditional** urban integrated development strategies.

As the strategic cycle includes, in addition to planning, the steps in the implementation of the program, the city intends to manage the development of the CCI sector along these lines. The CCI strategy has a special content, so the knowledge provider of the Stimulart project has prepared a methodological material to support the process. This methodology was used in Jászberény's CCI strategy, while we also considered the strategy making traditions used widely in Hungary.



3. Figure Strategic cycle of urban development (and CCI development)

Point 1 of the strategic cycle is to **provide an** information background that corresponds to the classic situational (analytical) activity. This is followed by the **definition of vision** and objectives (steps 2, 3), followed by the development of a system of interventions/measures (what should be done, when and by whom in order to achieve the objectives. This is **the strategy's action plan** (step 4).



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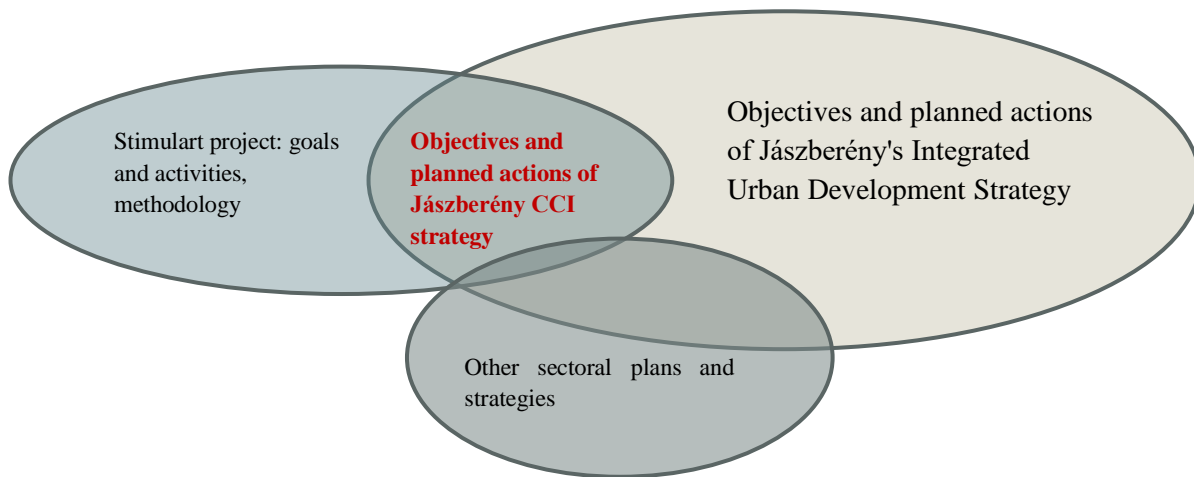
Because resources are limited (everything cannot be achieved at once) actions/projects are prioritized within the action plan and **lead/key projects** are highlighted (step 5). The implementation of interventions is followed by continuous monitoring (step 6), which is aided in chapter 6 of the document for purposes of regulation output, outcome and impact indicators.

The basic structure of the cycle suggests that it is possible to enter the process at any time. In practice, there are often already certain steps in the cycle, in particular sub-targets or certain measures. Thus, in principle, entry into the cycle can start at different points, but after that it is important to follow the cycle steps consistently.

Since the strategy is based on a specific methodology, it was worth beginning the process at the first step of the cycle in this planning process during the situation assessment phase (information background).

The products of this step are Gap analyses and CCI mapping, which is based on data analysis. Jászberény included two survey as part of the situation analyses: one for the young generation and another for the entire population (18- X).

Jászberény CCI strategy is not prepared in isolation, merely in accordance with the objectives and methodology of the Stimulart project, but necessarily considers the city's overall strategic development goals, as set out in Figure 4, the embodiment of which is the Urban Integrated Development Strategy (UDIS). In addition, it takes into account the content of other relevant strategies prepared in the city: CLLD Strategy, Cultural Concept, Economic Program.



4. Figure Relationship of the CCI strategy with other planning tools

The content of this document (CCI Strategy) began in August 2020 and was developed in several steps, following participation planning methods. It was first released in December 2020.

Stimulart project lasts until March 2022 and project tasks are scheduled to finalize the document by December 2021. This means that it will also take into account the emerging aspects of its, which will be completed in the meantime, and will continue to develop in substance as a result of ongoing discussions. An important experience is that the knowledge acquired in the Stimulart project and the new approach applied there have an innovative effect on the urban development practice in Jászberény, in particular as regards inclusion (participatory) planning.



1.3. Context of strategy making - the Stimulart project⁵

The initiator of the CCI strategy is the Stimulart project, which has specific objectives and activities. At the same time, Jászberény CCI's strategy is not the same and is not limited to the objectives of the project alone, as shown in Figure 4.

The Stimulart project is under the Interreg Central Europe Programme. **Full title of the project:** Development of the cultural and creative industry in medium cities to increase competitiveness.

The Stimulart project relies on the following overarching EU-wide objective: increasing the importance and share of cultural and creative sectors in the local economy, in income generation, in job creation.

Stimulart's general objectives are:

Against this background, Stimulart's main objective is to strengthen the Cultural and Creative Economy in small and medium-sized central European cities in order to strengthen higher value-added production and services and create new opportunities for qualified professionals through capacity building, strategic frameworks and the development of know-how. This will also strengthen local capacities for the sustainable use of cultural heritage/resources (in line with program-specific objective 3.2).

Central European cities with similar potential and common challenges will create a balanced and sustainable economy and an attractive living/working environment for young people, CCI professionals and creative enterprises (in line with the overall objective of the Interreg CE programme).

The partner cities involved in the project (Amberg, Naumburg, Kamnik, Vittorio Veneto and Jászberény) can be called thriving settlements within their own city size categories in their countries, as well as competing with larger CCI centers, which offer a more inspiring environment, huge opportunities, and more developed markets. Partner cities have recognized the need to identify, develop and apply both underused human/institutional creative capacities and an obvious source of creativity: local culture and other tools such as under-used urban infrastructure or the possibility of working with traditional economic sectors.

The specific objectives of the Stimulart project are:

- Renewal/establishment of the financial and organizational framework of the CCI in central European partner cities (level of coordination).
- 1. Harnessing cultural heritage in the form of creative products and services through the improvement of creativity based on local culture and entrepreneurial and other individual skills.
- 2. Harnessing abandoned or under-used infrastructures and urban spaces as a place of cultural and creative activities.

STIMULART partner cities share a common interest in the development of the CCI through the restructuring of organizational and financing frameworks.

Cities also seek to capitalize on unexplored or under-exploited human and institutional resources, vacant urban infrastructure, and an obvious (but often commercially neglected) source of creativity: local culture.

⁵ Project code: CE1491

Project title: STIMULART - Stimulating CCI in mid-sized urban centres to boost competitiveness

Funder: Interreg Central Europe Programme

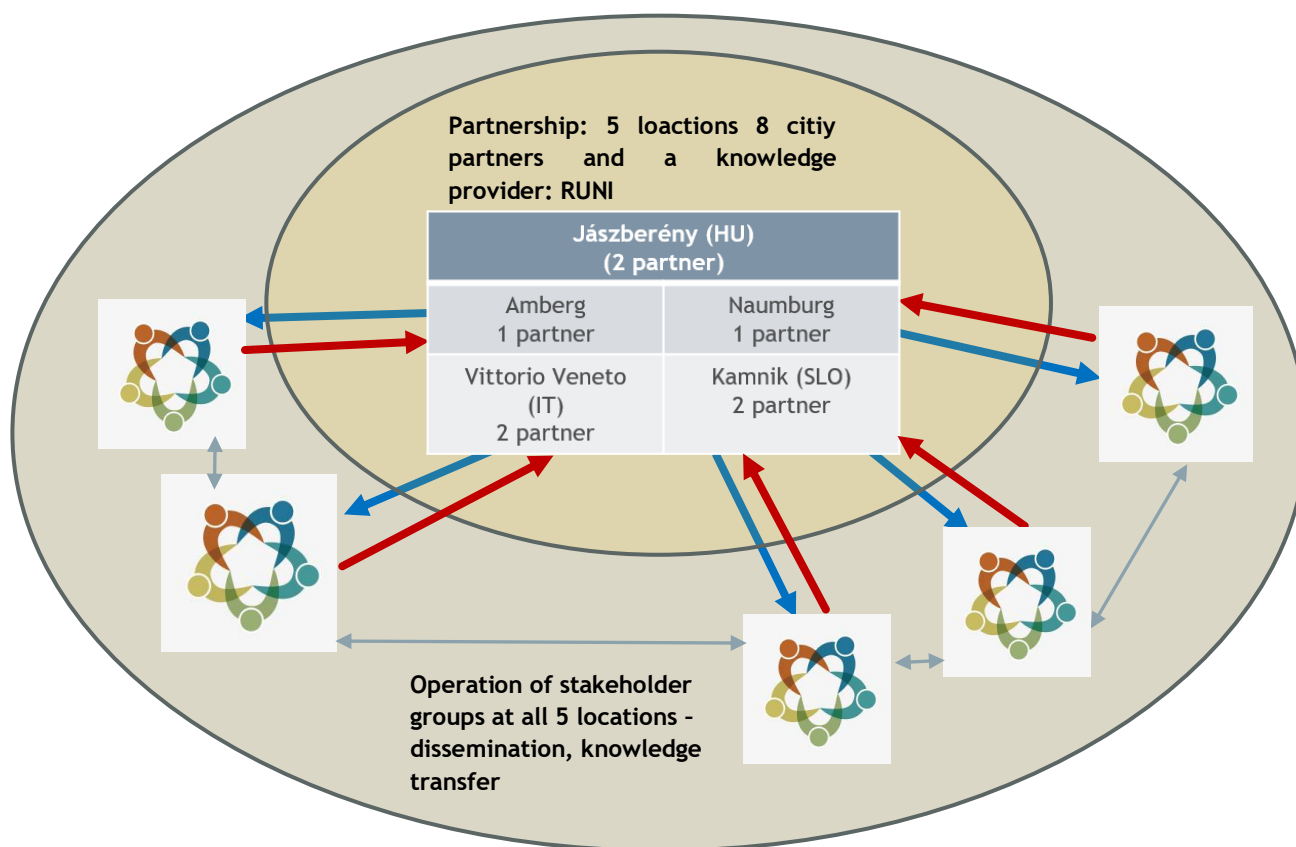


The project will be based on a common methodology in all partner cities

- CCI GAP analysis, CCI mapping - identification of good practices, CCI strengths, identification of problems and shortcomings.
- **preparing the strategy** and identifying key interventions, evaluating resources.
- implementation of the pilot project.

Complementary horizontal activities:

- exchange of experience
- good practice collection compilation for small and medium cities
- communication tasks in the theme - communicating results



5. Figure A Stimulart projekt szereplői és a projekt működése

According to the contents of Figure 5, project implementation is followed throughout each city by the stakeholder group, which serves several purposes:

- wide-ranging direct transfer of new knowledge that has surfaced in the project (there are 6 meetings planned during the project, but there are also so-called informal partner meetings in Jászberény "at half-time" in connection with the current project activities)
- involvement of local CCI actors in the planning and implementation of the local development programme
- direct knowledge sharing with stakeholder participation in international partner meetings (1-2 stakeholder/meeting).



With regard to the project, it is important to note that the interpretation of the cultural creative economy in Jászberény is not clear and self-evident in the circles concerned, as the domestic economy (policy) does not deal with this issue due to reasons. It is important to place great emphasis on the continuous information and knowledge of the actors concerned and decision-makers in general.

1.4. Information background - Evaluation of the situation of Jászberény's cultural and creative economy (summary)

1.4.1. Situation of the CCI sub-sectors in Jászberény

The information base shall contain quantitative and qualitative characteristics and indicators in relation to local culture and the general local conditions necessary for the further development of the CCI ecosystem. In the case of the strategic cycle, the information base input and output information. This serves as a basis for formulating a city profile and vision that supports the data but can be changed and re-configured after the entire cycle is complete. In Stimulart, this phase is already underway with GAP analysis and CCI mapping.

In summary, with regard to Jászberény, we can say that culture-driven social and economic development has many untapped potentials, due to the lack of immersion in the potential of the sector and the lack of consciously thought-out cooperation, organizational and infrastructure improvements, and overall, the lack of STRATEGIC THINKING on the sector.

1.4.1.1. Strengths of the city in CCI

Based on the assessment of the gap analysis, we can find prominent players in several cultural and creative economic sub-sectors related to the city. There are two areas in which Jászberény is particularly strong, even if the city does not make the most out of its opportunities (performing arts and fine arts, including the crafts industry). Other areas with strong local players include advertising, design (jewelry) and digital games.

1.) One of the greatest potentials for the cultural and creative economy, which can also be transformed into business opportunities, lies in heritage-based activities, especially traditional professions and crafts.

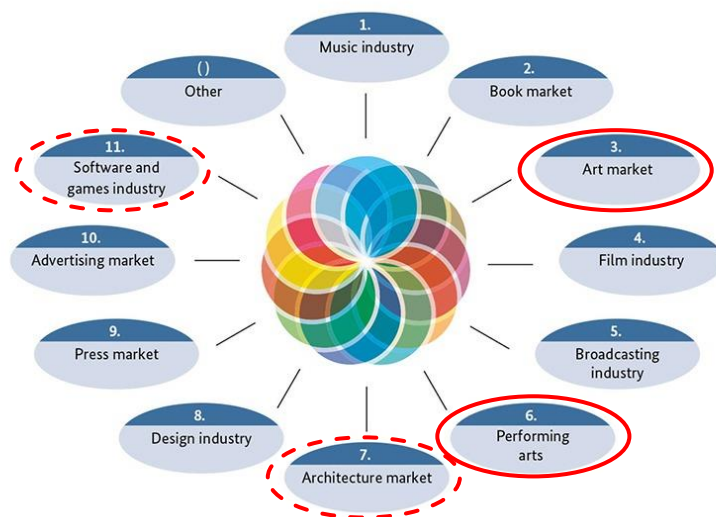
1.a.) In **crafts based on folk traditions**, **talented** and productive craftsmen are present in the region. Their narrower group created the **Jászság** Folk Art Workshop Association, which represents an ideal working environment, and useful links (synergies) could be established between members and their activities. The **authenticity of heritage-based** products is provided by the consultation activities of the Jász Museum, as well as by the fact that artisans are masters of their profession. The back-up infrastructure is also the own workshops of craftsmen, which are partly individual or family businesses, but community exhibition, creative and educational spaces have already been created in the city: the Fészek and the renovated Zsellérház are such creative and training centers.

1.b.) Folk **dance** as a performing art CCI sector has **created** a real ecosystem in Jászberény, which is a breakout point and opportunity for the city. The ecosystem has an adequate infrastructure (Viganó Jászság Folk Ensemble House on Víz Street). It has renowned instructors and institutional education backgrounds (Viganó Primary School of Art Education), which operates with regional activity scope.



The permanent summer folk dance camps make the city known internationally. The professional Jászág Folk Dance Company also appears in all parts of the world and provides adequate re-supply education, and is also running folk dance groups for young people in locations other than Jászberény in the region. Csángó Festival is known as the annual gathering of the world's folk dancers, but at the same time awaits renewal. As part of the ecosystem, a collection of costumes and documents that can be interpreted as business opportunities appears in the background. The whole ecosystem would not work if the Local Government's Folklore Cultural Foundation did not exist as a sure financier.

2.) Equally important is the **potential of the contemporary art** movement together with events (exhibitions and performing arts combined). The Vision Creators' Association operates as an advocacy, organizing and professional consultative background (regular exhibitions, ArtCamp symposium, Parttalan Art). At the same time, the use of the operating model and business opportunities may not meet the market expectations of the 21st century. The Hamza Museum and Jász Gallery are a collection point for modern art and local fine art values. Organizations work closely together, encourage successful actions to create and their exhibitions ensure the visibility of creators and works. Modern art is one of the biggest opportunities and breakout points for the city when it comes to the cultural and creative economy. In this case, however, the entire operational ecosystem for folk dance has not yet been built.



6. Figure CCI subsectors with the strongest representation in Jászberény

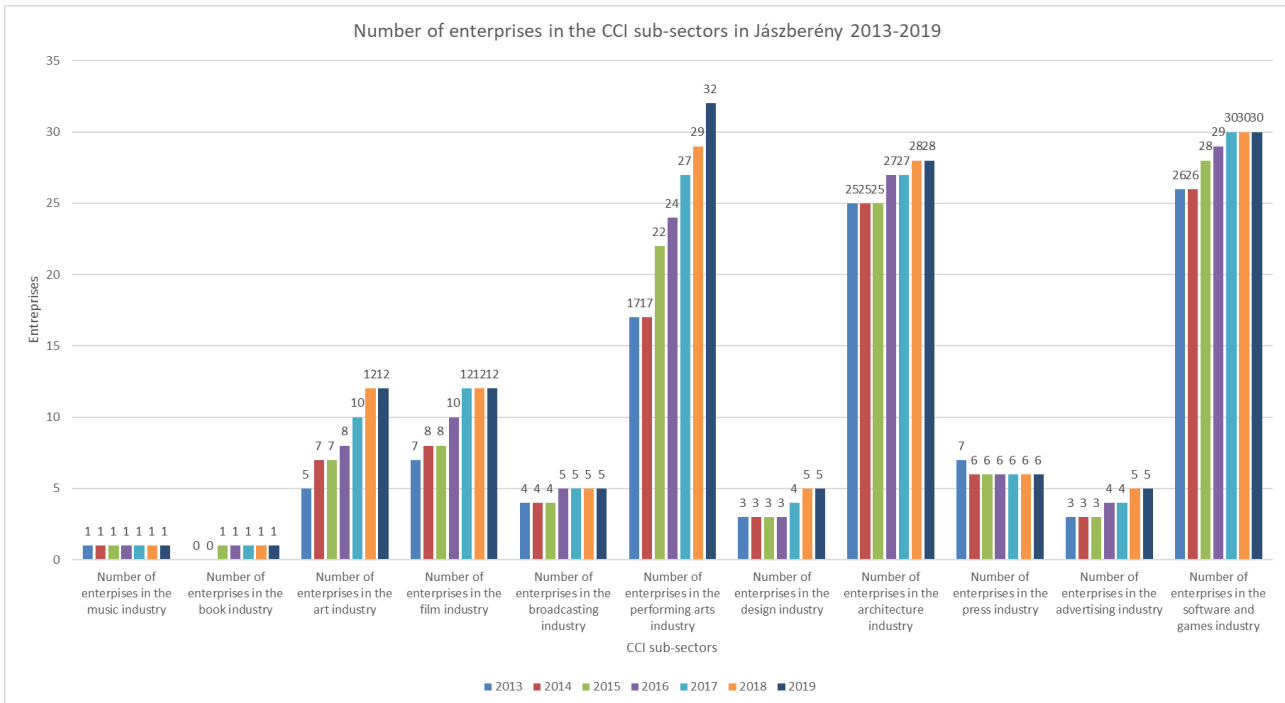
Further developing the diagram of the sub-sector position already presented (6. Figure) shows where Jászberény's strengths are shown.

According to **CCI mapping** data, there is an area where there are relatively high and increasing numbers of businesses in Jászberény. These are the performing arts, architectural design, software and computer game sectors. The most intense growth has been in the field of performing arts, where the number of businesses has nearly doubled since 2013 (as evidenced by the analysis of gap analysis).

The music, publishing, TV radio, design (fashion) printing and advertising industries had six or fewer businesses in 2019. Music and publishing are represented in the lowest number of these, without the sale of articles related to, for example, sound system.



A larger number of fine arts and film and photography industries are represented than this group, in which the number of businesses has doubled since 2013. In 2019, we will find a dozen businesses for both.



7. Figure Growth dynamics of enterprises in the CCI sub-sectors 2014-2018

Traditional professions and crafts, heritage-based activities such as performing arts (folk dance) and contemporary art have the greatest untapped potential among the 12 cultural and creative economic sectors. It is an important unrecognizable option to link all this to traditional economic branches. These CCI segments already have their own developing eco-systems in Jászberény, which are more developed and have stable foundations and are on the right track, even if stuttering.

Developing these and other CCI sub-sectors into urban attractions is the ultimate untapped opportunity, which requires a more conscious, complex, and vision-oriented approach in Jászberény.

The cultural creative sector is therefore seen as part of the economy, but it is foreseeable that this cannot be considered in a context where a significant part of the cultural supply is provided by public institutions.

Their contribution to the local business tax in 2019 was HUF 51 210 000 (EUR 151 062), which is 1,7 % of the total business tax revenue. Local Business Tax paid after income earned on income from CCI activities as a side profession is not included because there is only data on the main TEÁOR number. However, at best, the rate does not exceed 2%. This ratio is extremely low when looking at the GDP (i.e., non-local tax) ratio of western cities, while there is no comparison with domestic cities of similar size.



1.4.1.2. The situation of the eco-system of the cultural and creative economy in Jászberény

In Chapter 1.1, we used Figure 2 to demonstrate the functioning of the CCI ecosystem, which is based on the cooperation of actors with different roles. There are a few characters in Jászberény that appear in more than one role

- Jászkerület Nonprofit Ltd: creates products, mediates products, coordinates certain types of CCI and conducts public and business activities.
- Folklore Cultural Foundation - market-based knowledge transfer (camps), resupply education, lectures, productions such as market activity, other market activities (rental), regional involvement.
- various associations - market-based knowledge transfer (courses), other market activities (joint marketing activity), regional engagement.

actors and role of the cultural and creative economic ecosystem	eco-system of cultural and creative economics in JÁSZBERÉNY
<p>Here you will find higher education institutions, where research is taking place on the subject and/or professional training is taking place. This also includes cultural institutions and new methodological knowledge supporting creative creation institutional and other actors, cultural identity institutions, local history and collections related to certain creators (as a source of creative inspiration), methodological centres where creative techniques are educated target groups from amateur to professional level.</p>	<p>In Jászberény, higher education is represented by the Campus of Károly Eszterházy University, based in Eger. Research is not taking place on campus, but there is also art training and education professionals. The relationship between the university and the city is formal, and in the CCI area they have more parallel initiatives, except for the annual contemporary Art Camp, which takes place on campus.</p> <p>In the city's rich value-keeping traditions, this is embodied in the local history collection (Jász museum) that strengthens the JÁSZ identity and the functioning of the associated associations. The Hamza collection and Gallery is equally important, although much less disadvantaged in terms of its possibilities, which cares for Hamza's life's work and covers the whole of Jász. Both places have museum pedagogical sessions for young people, while the Hamza museum also has market-based thematic camps for sustainability. Both institutions, as a source of inspiration for creative activities, play an important role in the local CCI ecosystem. At the same time, relations and cooperation still have many opportunities that have not yet been exploited.</p> <p>According to the questionnaire survey, while the Jász Museum is known to all residents, the Hamza museum is visited by far fewer people - so fewer people can form an informed opinion about it.</p> <p>In the creation of creative products, the Jászság Folk Ensemble (folk dance, folk music) and associations such as the Jászság Folk Art Workshop Association and Vision Creators' Association can be considered as knowledge transfer. Folk art, which relies on folk traditions, is an emerging CCI sector. In addition to the association, The Jászkerület Non-profit Ltd. hosts the transfer of knowledge among its programs. The eco-system is missing a</p>



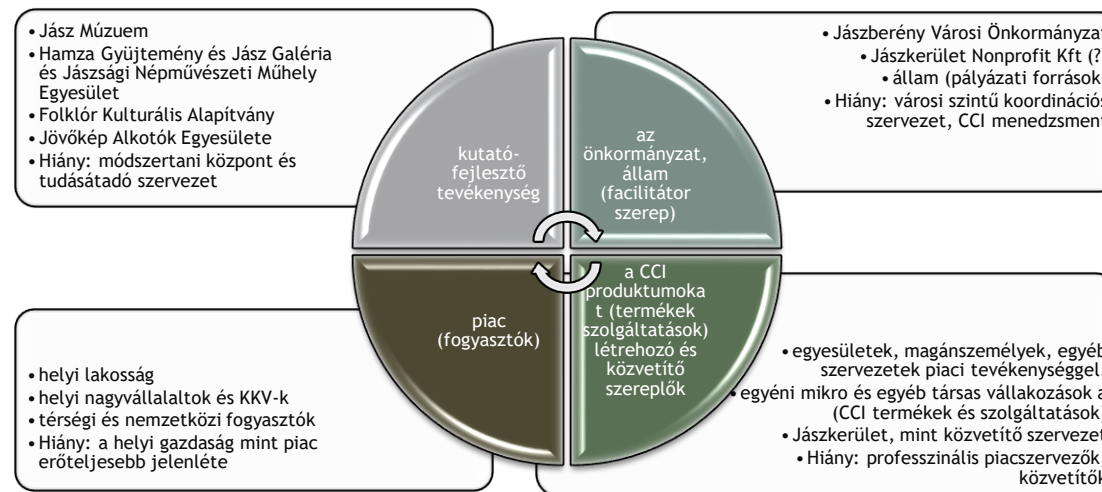
actors and role of the cultural and creative economic ecosystem	eco-system of cultural and creative economics in JÁSZBERÉNY
	methodological centre, for which the intellectual background is available, and for which experience and questionnaire surveys show market demand at both hobby and professional level.
<p>Individuals, associations, and companies working in the sectors of the cultural and creative economy (who carry out all or part of their business activities), who produce creative products, services or convey to consumers</p>	<p>On the basis of the aforementioned CCI GAP analysis and the CCI mapping, it can be said that for the time being, the CCI only generates major entrepreneurial activity in Jászberény for certain activities (sub-sectors). Many people engage in creative activities as complementary activities and secondary sources of income. This is particularly true of craft activities, where we can hardly find a business dealing with it. There are a larger number of businesses in the performing arts, architecture and IT sectors, the number of which is growing rapidly. Self-employed people represent 70% of performing artists within businesses, 40% for architects and 50% for IT software developers.</p> <p>In 2013, there were 98 companies with CCI activities and in 2019 there were 137 CCI companies in Jászberény. That's a 40% increase over six years. The growing but still weak entrepreneurial presence is due to a number of reasons: The first is the local scarce market, on which there is little livelihood to be based, and in each CCI sub-sector 2-3 enterprises are practically able to provide local needs. Clustering has also not started due to the low level of advocacy of CCI enterprises and the variety of content. Strong local businesses have a community, but mostly in the productive/logistics/commercial sector and at the SME level. Support for individual and micro enterprises is limited - there are no pop-up shops, there are no CCI self-employed advisory services and there is a lack of municipal infrastructures to enable (together/joint) creation. Although the local culture of entrepreneurship is based on the common JÁSZ identity and cohesion, it is more characterized by competition - this ethos is of little benefit to joint action, marketing, etc.</p>
<p>Actors assisting the operating conditions of the cultural and creative economy by legislation, measures, and specific financial support (application system),</p> <p>The facilitator role of municipalities is extremely important, and it is tailored to local conditions and needs in all municipalities, (creation and provision of cultural, community spaces,</p>	<p>The CCI includes a wide range of activities as much culture as it can be classified as economic activities. The municipality traditionally plays the role of facilitator in the CCI ecosystem, i.e., it provides conditions that can be organization and financed under its own competence. This means far more than the provision of resources (CLLD) or the direct provision of resources from the municipal budget.</p> <p>Neither economic development nor culture in the city has coordination /management at city level (economic development agency or cultural coordination office) as well as marketing in the interest of both, and the committees include the CCI. The development needs indicated in the CCI strategy require a complex approach and concern several areas of office and decision-making (investments, public land development and use, tourism, economic development, trainings, etc.).</p>



actors and role of the cultural and creative economic ecosystem

eco-system of cultural and creative economics in JÁSZBERÉNY

<p>coordination role in joint marketing linked to urban branding</p>	<p>Jászkerület Non-profit Ltd. has been given a wide variety of roles in recent years in the field of culture, its mediation with public and market solutions, but at the same time the CCI at city level is not able to play a coordination role for a number of reasons.</p>
<p>Consumers themselves are part of the cooperation of the CCI actors and their main target group, who may be residents from local, regional, and wider areas of attraction, as well as institutions, businesses (e.g., production companies) for certain CCI activities.</p>	<p>Consumers are passive and active players in the CCI, who represent the market for CCI products and services. On the one hand, creatives aim to serve the needs of consumers and, on the other hand, to change/influence it with new products and to make them consume by various means.</p> <p>In Jászberény, the assessment and continuous monitoring of the needs of CC consumers is not typical.</p> <p>The consumers of the cultural and creative economy in Jászberény are mainly local residents, institutions and companies, less important for regional consumers, and in the case of certain heritage-based integrated events (involving several cultural products), e.g., Csángó Festival, the consumer attraction area is international.</p>



8 Figure CCI ecosystem main players in Jászberény



1.4.1.3. Identified obstacles - a summary

Many obstacles to the potential of the cultural and creative economy and the spread and development of activities based on individual creativity can be identified in Jászberény. The same obstacles are largely responsible for the fact that the CCI has not developed into a strong local economic sector. At the same time, certain subsectors of the CCI are building up into complex operating systems, i.e., the operational logic of the CCI is present in some individuals and cultural enterprises in the city. In these cases, there is always a professionally competent, determined personality behind it.

1. Social and economic problems:

Jászság has been a prominent center of technology industries for decades. Although there was an intention but neither the means nor the will to build an organizational and infrastructure background for the facilitation of economic development (e.g. there is no industrial park, innovation center or incubator facility owned and operated by the local government).⁶The activities of large companies define and somewhat oversize the direction of development of the economy. The largest companies rely on low-skilled workers. Highly educated young people either join large companies or smaller SMEs (in relatively small numbers) or simply leave the city. The possibility of starting a business of your own is limited, due to the scarcity, determination, and lack of support for the market.

2. Recognizing the potential of the cultural and creative sector:

Creative activities, artistic movements, even industrial design are almost completely detached (left out) from the main economic development path. There is no awareness of the exploitation of creative potential in the city. Culture and creative activities are not taken seriously and are not considered to be an authoritative economic sector, a potential source of livelihood. Despite all this, even in small numbers, some creative individuals consciously and quietly build their own market and business (photo, advertising, event planning, etc.) by recognizing the potential of the market created by the players of a strong local economy. Institutions in the cultural economy necessarily take the opportunity of market activities and have a relatively high turnover e.g., from ticket sales and other business activities. Perhaps this activity is poorly conscious, planned and currently supports little increase in the quality of professional work.

3. Institutional structures and operational problems

The possibility of following changes in culture has been removed from the coordination of the municipality by the transfer of the related task entirely to **Jászkerület Non-profit Ltd.** by the city government.

No committee has been set up for several cycles to deal with the CCI and related topics, such as marketing, tourism, etc., in an integrated way, so that the CCI was not included and was included in the priority urban development-related topics. The basic thematic planning documents are formally available, but their implementation is poorly coordinated at city level.

The organizational framework and the old operating model cannot keep up with rapidly changing expectations. Coordination at city level is hardly perceptible, while some of the CCI sub-sectors receive special attention and conscious control within the Jászkerület from expert staff. There is a **Tourinform Office** (operated by the Jász district) in the city, but it pays less attention to selling local attractions and programs. The office employs only one person and no marketer works for Tourinform (nor does it work for the municipality).

⁶ It was an attempt to create a knowledge center that failed.



4. Cooperation between actors in the cultural and creative sector

We cannot talk about the CCI cluster in the city, as its possibilities are not known in Jászberény. Understanding the strength and value of cooperation and working together is still an issue that needs to be addressed.

Although a cluster has not yet been formed, there are smaller associations of interests. There are initiatives (two associations) where the aim is to bring together representatives of creative activities with business opportunities into one platform. **This model could also be applied to the entire cultural and creative sector by creating a creative cluster and forum!**

5. Lack of competences (self-care, application performance) and low level of business attitude

CCI actors, especially NGOs/ non-profit organizations, have fared well in recent years with the support of the municipality. It is a fact that in recent years they have had to adapt little to the expectations of complex tendering procedures, and their related competences have been limited. The degree of risk-taking or entrepreneurial approach required in the CCI is far from these organizations. This is not even justified for all activities!

Investments are also needed to improve the operational efficiency of urban events and institutions. At the same time, it is important that there is considerable work to be done in developing the lack of management, coordination, e-marketing and business planning and complication skills and building personal competences.

6. Proximity of Budapest / city size (limited purchasing power and market for products of some CCI sectors)

The possibility of some CCI sectors is strongly influenced Budapest proximity of the CCI (80 km). Despite the strong purchasing power, for example, there is less room for fashion design in Jászberény, and the capital's huge supply market overshadows any attempt to get on the market and keep one of these attempts on the market. The same applies to performing arts such as theatrical productions.

7. Lack or weakness of individual competencies

The issue of individual competences is controversial. The lack of a certain area of expertise is the case with a low level of intensive interest in urban governance. Hopefully, that will change in the future. For the time being, City Hall lacks a professional to integrate the development of the CCI's conscious sector development and the areas under which it operates (the necessary communication and organizational tasks).

The **CCI's sector management competences** are strongly lacking and need to be improved. Experts from the Jászkerület are experts in their field and successfully operate managed segments. An integrated approach to the areas is key competence to be developed in urban administration.

The marketing of the city and CCI activities seems to be a striking weakness in Jászberény - almost all interviewees have identified this area as the least efficient professional activity (both at organizational, programme and urban level) - there are specific exceptions at organizational level.

Entrepreneurial competences are lacking in the institutional environment, while many entrepreneurs who live from business CCI activities are well and successfully coping with operational issues at the level of their own businesses.



1.4.2. Representative questionnaire survey - conclusions

This summary presents the main results of research based on a representative questionnaire population survey carried out under the Stimulart project, along the lines of the topics concerned.⁷

1.4.2.1. Perception of local cultural life

Frequency of programs visited and attendance: festivals (77%), city celebrations (64%) are most popular in terms of attendance and cinema (58%). At least monthly, they visit association, community and civic activities, cinema performances and creative sessions.

Satisfaction with the programs: most visitors are satisfied with the quality of the programs they visit (83-96% satisfied). Most notably with meetings of associations, community, and civil society (96%), craft or fine arts creative occupations (93%) and permanent or temporary exhibitions (89%) satisfied with the residents.

Program needs: the satisfaction of the population with cultural services is mostly provided by providing several programs for the age group (82%), by providing more extensive information on programs (80%) and by involving outdoor venues more (78%) can be increased.

Channels for information on events: most residents are informed about upcoming programs through local media (64%) social media (60%) but the role of street advertisements, posters as sources of information is also significant (49%).

Cultural sites visited and satisfaction: among the cultural sites, residents typically include urban public spaces (e.g., Margaret Island and other parks, public spaces, 72%), the open-air stage (70%) and Lehel Cinema (65%). Most of the places visited are the Szikra Gallery (95%), the City Library and the Jász Museum (91-91%).

The level of spending on cultural services, its possible increase: most residents typically spend HUF 2000-5000 per month, the spending for culture purposes in the city is on average HUF 4600 per month.

Seven out of ten would spend more on programs if they were more tailored to their needs. Anyone who would spend a higher amount on cultural programs would be willing to pay one and a half times their current spending and a quarter would pay twice that. Also, a quarter would spend more than twice as much on cultural programs as they currently spend if they were more interesting and attractive to them.

Assessment of the activity of local organizations: according to half of the inhabitants, Jászkerület Non-profit Ltd. is most actively involved in the organization of the local cultural life (49%), 23% feel the same way about the City Government.

⁷ The research was created as part of the STIMULART project to strengthen the cultural and creative economy in central European cities, supporting the creation of higher added value in production and services. The aim of the research is to learn about the cultural life habits of the residents of Jászberény and to explore the needs of local cultural life. Date of data and sample size: October 2020, N=524 persons. The results of the research are representative of the population of Jászberény aged 18-69 on the basis of age and age. The research was carried out by eNET Internet Research and Consulting Ltd.



1.4.2.2. Knowledge about local creative products and services, usage patterns

Types of known products: most of the local products are food or beverage preparations (70%) known to them. In addition, more than half of the inhabitants know locally produced vegetables or fruits, and a quarter know works of art/works of art or objects of use (including handicrafts).

Places to buy: nine out of ten people who know a local product buy such an item. The place of purchase of local products is primarily the market (79%), but for nearly half of them purchasing directly from the producer (45%). There are fewer people who are in the producer's own shop (13%) or directly than the creator (11%) and only 4% buy local products via the Internet. Among non-customers of the local product, most people prefer to buy goods from supermarket chains.

Regularity of purchase: six out of ten people who know and buy local products regularly, a quarter buy them a few times a month and 13% do so a few times a year.

Likelihood of purchase if there were shops selling several local products: if there were more shops in the city that prioritized the sale of local products, the majority of local residents (59%) in shops selling local products. Only 10% are sure that they would not do so if there was a wider range.

Take advantage of creative service types: widespread use of hairdressing, which is otherwise considered a classic retail business service and categorized only in exceptional cases as a creative economic arm (66%) popular with a third of residents (31%) individually made souvenirs/fashion products, and a fifth (21%) the use of the photographic service.

1.4.2.3. Use and perception of urban outdoor cultural and communal spaces

Frequency of visits: 77% of the inhabitants visit the city's green areas at least monthly, of which 42% visit every week. Only 4% of the inhabitants do not go to these areas of the city.

Purpose of the visit: mostly for health walking (57%) green areas are visited by residents, as well as meeting friends (45%) and visiting community events (42%) in their defining circle.

Development needs for green areas: according to the needs of the residents of Jászberény, the development of walking paths would increase the number of parks (44%), but it would also be important if different community outdoor programs were held more often and if more services (e.g., buffets, ice cream vendors, etc.) were available in green spaces (41-41%).

The most popular green areas: the three parks most popular for visiting Jászberény are Margaret Island (45%), Zagyva Promenade (45%), and Trinity Square Park (41%).

The most suitable outdoor sites where more cultural programs could be established: the people of Jászberény want to visit Margaret Island from among the green areas of the city, and this is also considered the most suitable for the holding of new cultural programs (62%). A fifth consider Conserve park to be the most suitable for the organization of additional community programs.

1.4.2.4. Smart cultural services, online cultural content consumption

Internet tools: 87% of Jászberény people use the Internet. Residents mostly go online on computers or smartphones (67-67%), but a fifth use their tablets and 8% smart TV (also) for this purpose.

Internet usage habits: residents are most informed (79%) and contact (76%) internet for the purpose of their use. They are also characterized by online administration (57%), viewing cultural content (55%), and visiting social media sites (55%).



Impact of the epidemic on online cultural content consumption: 60% of Internet users in Jászberény viewed cultural content online at least weekly before the COVID-19 epidemic (37% several times a week, 23% daily). Overall, 69% had no change in their regularity during pandemic, more frequent than 13% and less than 11% compared to the previous period.

1.4.2.5. Conclusions: the cultural profile of the city and the needs of the inhabitants

In terms of local cultural life, the people of the city of Jászberény can be said that most of them actively participate in local programs, events and are typically satisfied with their quality. In addition, however, there are several needs for the offer and quality of the programs:

- The area of culture (half of the inhabitants would require local cultural development) is outstanding in developing the commitment to the city. From the point of view of the city's capacity to sustain the population, it is therefore proposed to develop this area innovatively when developing local programmes and events. This is especially important for younger and middle-aged residents, who are also presumably more open to moving - compared to older people who are less open.
- In view of the needs of the programs, the age of the inhabitants also plays an important role: most people are interested in programs for their own age group, thereby creating a program offer for both younger and older people and a program structure that considers the different needs of each age group.
- In addition to more personalized programmes, more extensive information on programmes is very important (would be) important for residents. Targeted information for age groups could meet this need: information through social media is most noticeable for ages 18-49, while over the age of 50, getting information about urban programmes through local media is more typical.
- The need to develop programmes is also supported by the need for most residents to increase their expenditure in this area if a more closely related programme offer were provided in the city. As income increases, the mood for spending also increases.

Most residents know local (made) products. The city is best known for its food and beverage products, as well as locally produced vegetables and fruits, as opposed to local products, objects of use (such as works of art, handicrafts, or fashion products), and their knowledge is less typical.

The increase in knowledge of locally made products and physical objects is therefore justified, one of the drivers of which would be the widening of supply and its communication: many residents would also shop in these local shops if more of them were available. Residents' ties to the city can typically be strengthened in three ways: (1) would most require the development of job opportunities in the city - 52% would be more intricately linked to Jászberény if jobs with higher incomes were added to employment opportunities. (2) The area of culture is outstanding in developing engagement, if 49% of them require higher quality cultural offerings, (3) and 44% believe that the quality of public services in the city should be improved to strengthen their ties to the city (further).



2. CCI profile, vision and target system of the city of Jászberény

2.1. The link between the urban development strategy and the CCI strategy

2.1.1. Urban Integrated Development Strategy (2015) vision and goals

In the following, we will place the CCI target system, which is described in detail below (Chapter 2.2.2), in a design context.

The planning context is always an urban integrated development strategy for cities, which is the basic document of urban planning in Europe in accordance with the Leipzig Charter (2007).

As the cycles of domestic urban planning follow the EU planning cycles in Hungary, the next planning/review round of the ITS of cities is expected in the first half of 2021. By then, the expectations of the upcoming period strategy at policy level will be clarified.

As the use of guidelines resulting from possible legislative alignments is uncertain, it is not apparent when the city's new ITS will be finalized to form the benchmark of our strategy as an existing plan. The CCI strategy is based on the planning document Jászberény Urban Integrated Development Strategy (2015), which is currently in force.

Jászberény's Urban Integrated Development Strategy sets out the following vision

VISION: *Jászberény, the capital of Jászság, provides a high quality of life for its inhabitants, and is competitive in a competitive, dynamic medium-sized city in close cooperation with its urban area, competitive in the domestic and global economic environment, which, with its services based on its many features, is equally attractive to the local population, economic operators and visitors to the city.*

Its attractiveness is based in

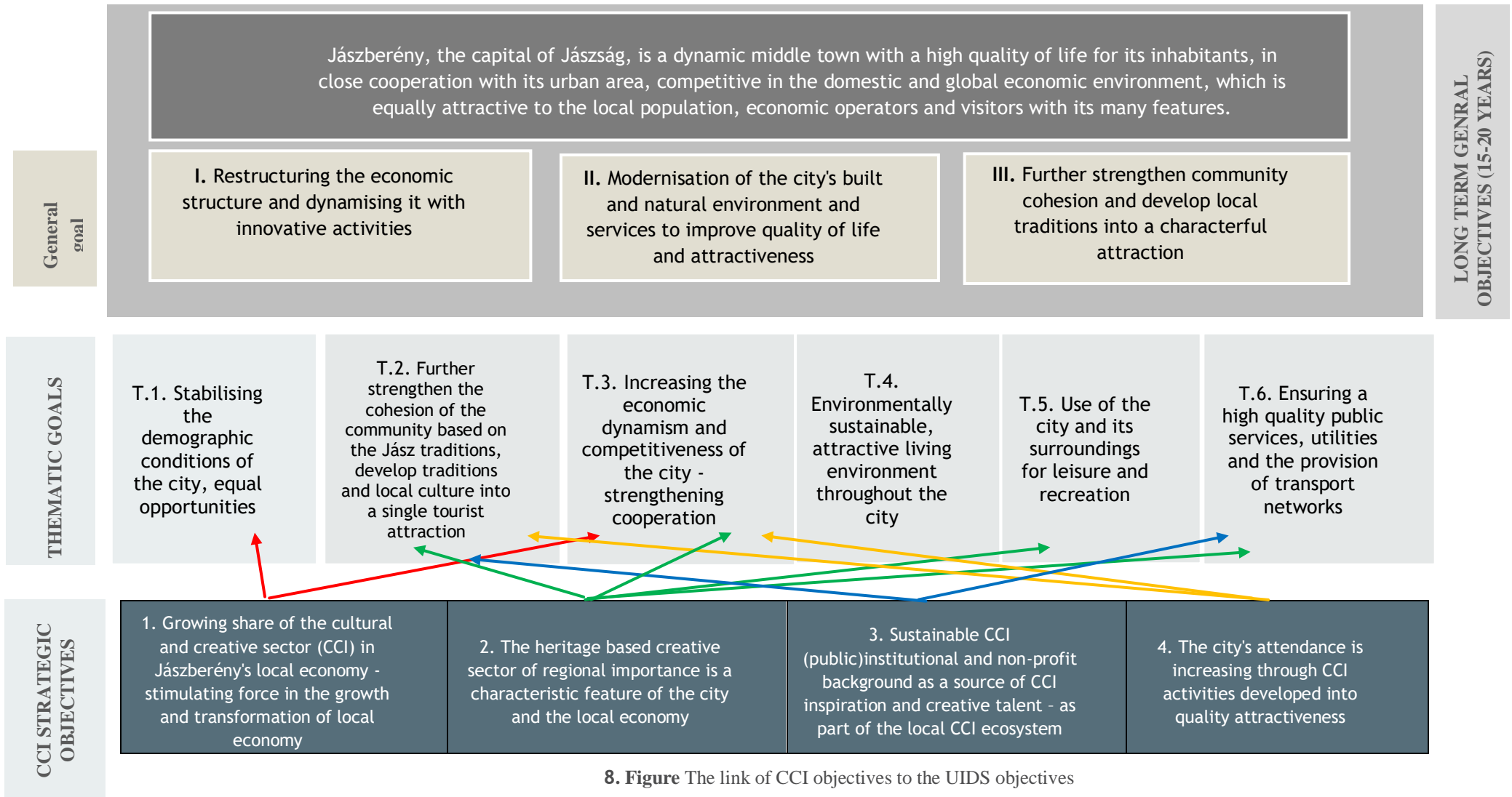
- *the mostly innovative economic activities in the city integrated into regional and global networks,*
- *sustainable built and natural environment,*
- *the high level of local services of regional importance*
- *cultural, sports, recreation and, with it, the outstanding offer of tourist opportunities based on the Traditions of the Jász.*

In the vision of Jászberény's UIDS, produced in 2015, the cultural and creative industry/economy (CCI) does not appear as a breakout point or as a major economic and community building factor. As for the economy, there is an emphasis on moving towards innovative economic activities, but cultural economy is not part of it.

Culture, such as leisure, recreation and sport, is on an equal footing and a factor aimed at improving quality of life is shown in the vision. At the same time, it expects these to be factors conducive to boosting the vision as tourism.



System of objectives of Jászberény's valid Urban Integrated Development Strategy (2015) to the CCI strategic target system.



8. Figure The link of CCI objectives to the UIDS objectives



2.1.2. Consequences of the link with the urban development strategy

Main objectives of the Stimulart project: improving the CCI operating ecosystem, developing the local CCI based on internal resources, in order to develop a local system that makes effective use of local cultural resources. Rather abstract and comprehensive objectives typically cover a wide range of policy areas.

In order that the city will concretize and implement the CCI objectives, cooperation and efforts across sectors and operational areas are needed, which requires the thinking not only of the various stakeholders, but also of the various departments of the mayor's office. It is extremely important that a city interested in CCI, such as Jászberény, involve the economic development department, the cultural department and the urban development department in the planning and implementation. Unfortunately, there is no economic development or cultural department in Jászberény in the office structure.

It is also important to involve individuals, associations and companies involved in shaping UIDS, such as the urban marketing association or similar actors. As is known in Jászberény, the organizational system (tourism) cannot be separated or defined (in the framework of the Jász district, an employee deals with the Tour inform Office, but tourism does not have an operative manager).

When the strategic development objectives of the local CCI ecosystem are well integrated into ITS, the overall objectives are understood by the city, including the various departments of the municipality, as a common task for all stakeholders in the city. Accordingly, interventions do not only concern narrow sectoral policies. Rather, their implementation is a task for all departments of the municipality and requires intensive cooperation and coordination between departments/offices (as official departments). As we will see below, this is one of the most important horizontal objectives (coordination) in the case of Jászberény.



2.2. Vision and system of objectives in Jászberény's cultural and creative economy

2.2.1. VISION (profile of CCI in 5-7 years)

Vision of Jászberény's cultural and creative economy:

Jászberény is the REGIONAL ORGANIZING AND OPERATING CENTRE OF THE CREATIVE ECONOMY (CCI) BASED ON LOCAL TRADITIONS with significant regional attractiveness. ⁸

The ever-growing CREATIVE SECTOR, which has varied content and is organized into an ecosystem, building on the conditions of the city and its region, and in line with the needs of the 21st century for continuous innovations contributes to strengthening the ATTRACTIVENESS⁹, economic versatility and thus COMPETITIVENESS¹⁰ of Jászberény and Jászság,

Local CREATIVE ENTERPRISES build on their talents and inspired and from the sustainable activities of VALUE PRESERVATION and VALUE MEDIATION aimed at keeping the JÁSZ community together ¹¹

- become an integral and recognised part of the local economy (clustering, cooperation with local companies - local businesses as a market),
- they represent the local well-being of more and more highly educated and enterprising people/families (more and more businesses are successfully operating in the sector),
- increasing proportion of local value creation (local taxpayer capacity is strengthened and represents an increasing proportion) and
- through creative activities and events to further strengthen the local community.

2.2.2. System of objectives - strategic, specific and horizontal objectives

The target system of the Strategy for the Cultural and Creative Economy (CCI) (see summary table below, then detailed tables) is based primarily on the conclusions of the previous documents produced under the Stimulart project, Gap analysis and CCI mapping. In addition, formal and informal discussions of the Stakeholder (stakeholders) group played a role in the content compilation of the system of objectives. A questionnaire survey among young people (16-20) in spring 2020 and another one among the entire population (18) in the fall of 2020, as well as, of course, discussions with the leaders of the city's cultural institutions and the city leaders also influenced the contents.

It is important to note that the system of objectives reflects the city's CCI development approach, according to which the cultural and creative economy can only be successful in a small or medium-urban environment when taking into account the conditions and objectives of the wider region. Accordingly, some of the objectives (and then interventions) are towards building a **system of CCI at regional level**.

⁸ By local traditions we do not only mean the various manifestations of Jász folk traditions/heritage (object-making folk art, folk dance, gastronomy, performing activities). We consider the local heritage of modern creative art (all times contemporary) and its 21st-century contemporary continuation to be a tradition. But there is also a tradition of local industrial culture, in which creativity and technological innovation, as well as sensitivity to the local community, are essential for building a modern economy.

Part of the tradition is the spiritual tradition, which is rooted, for example, in Jászkun Redemptió in 1745, in historical Jász autonomy, in the love of freedom, in their attitude to their rights, but also in their responsibility for the community /e.g. in exchange for autonomy, they took a serious part in the field of national defense.

⁹ improved population-support capacity, investment and tourist destination

¹⁰ success in competition between municipalities depends on how well one municipality can stand out from the others

¹¹ museums, music school, traditional associations, public education, university



The target system of the CCI strategy starts from four STRATEGIC OBJECTIVES.

These are the following (expressed as target states):

1. Growing share of the cultural and creative sector (CCI) in Jászberény's local economy - stimulating force in the growth and transformation of local economy
2. The heritage based creative sector of **regional importance** is a characteristic feature of the city and the local economy
3. Sustainable CCI (public)institutional and non-profit background as a source of CCI inspiration and creative talent - as part of the local CCI ecosystem
4. The city's attendance is increasing through CCI activities developed into quality attractiveness (creating the foundations of cultural tourism)

Vision (vision) and strategic objectives are too general and too abstract to guide decision-making and political action in everyday life. The vision is often nothing more than a political declaration of intent, the implementation of which cannot be adequately monitored. They should be translated into specific objectives that action programmes can make more operational and can be measured and verified with data and indicators, and which do not easily give rise to misunderstanding and misinterpretation. This is why each strategic objective contains additional SPECIFIC OBJECTIVES (operational targets as defined by RUNI in the methodology) that clarify and detail the tasks of the city's CCI development. All of these can be linked to Jászberény's general urban development goals at several points.

The strategy's target system includes so-called HORIZONTAL OBJECTIVES, the achievement of which supports the achievement of all strategic objectives, i.e., it cannot be linked to just a strategic ambition.

All horizontal objectives also have general relevance for urban development.

These are the following (expressed as target states):

- A. The CCI and other urban operational/sectoral subsystems operate in a coordinated way in the city;
- B. Infrastructure and asset management of CCI activities effectively support sustainable operation;
- C. The adaptability of local CCI operation is stronger than before (resilience)

In the figure below we organize all elements of the system of objectives into a comprehensive table.



STRATEGIC OBJECTIVES	1. Growing share of the cultural and creative sector (CCI) in Jászberény's local economy - stimulating force in the growth and transformation of local economy	2. The heritage based creative sector of regional importance is a characteristic feature of the city and the local economy	3. Sustainable CCI (public)institutional and non-profit background as a source of CCI inspiration and creative talent - as part of the local CCI ecosystem	4. The city's attendance is increasing through CCI activities developed into quality attractiveness
SPECIFIC OBJECTIVES (operational objectives)	1.1 The CCI, as an economic sector, is known and acknowledged 1.2 Favourable business building conditions (local start-ups, settling creative companies) 1.3 Strong clustering processes, building a local CCI ecosystem 1.4 Regular, innovation-driven cross-CCI subsector collaborations 1.5 Stable business relationship between large local/regional companies, SMEs and local representatives of the CCI (local economy as an CCI market)	2.1 Creative ecosystem based on local traditions 2.2 Strong and ever-expanding business competences in the special field of the CCI 2.3 Dynamic product portfolio expanding and transforming / efficient market access	3.1 The operational results of cultural institutions/organisations are widely visible and help to sensitisation of the population to CCI 3.2 Sustainable CCI (public) institutional operation is ensured 3.3 Broad and versatile well-coordinated institutional cooperation networks as part of the CCI ecosystem	4.1 The city offers attractive creative attractions that respond to 21st century needs 4.2 A network of cultural attractions and creative services at regional level (Jászszág) has been set up and is working successfully 4.3 Advanced support background services available in the city
HORIZONTAL OBJECTIVES	A.) The CCI and other urban operational/sectoral subsystems operate in a coordinated way in the city;			
	B.) Infrastructure and asset management of CCI activities effectively support sustainable operation;			
	C.) The adaptability of local CCI operation is stronger than before (resilience)			

9. Figure System of CCI objectives in Jászberény (summary)



2.2.3. Details of strategic and specific objectives - Jászberény CCI strategy

Strategic and Specific Goals (1)	EXPLAINING THE OBJECTIVES
<p>STRA_1. Growing share of the cultural and creative sector (CCI) in Jászberény's local economy - stimulating force in the growth and transformation of local economy</p>	<p>Jászberény's number one strategic objective is to make the cultural and creative sector (CCI) a visible and economically more clearly defined sector in the city and its wider area. In line with the city's overall development goals, the aim is to make the economies of Jászberény and Jászság versatile and to represent as much as possible activities based on creativity and innovative abilities.</p> <p>The aim is to continue to increase the number of cultural and creative activities and the number of enterprises engaged in them and their share within operating enterprises in line with the trend of the last 5 years (preferably at a faster pace than at present and in even more CCI sub-sectors). A real perky change would be a sustained increase not only in the number of businesses, but also in their ability to create value, so that the CCI's current share of Business Tax of not quite 2% exceeds 4% over the strategic period (5-7 years). The increase in the number and proportion of local residents with tertiary or vocational qualifications in the sector is also contributing to the increasing economic share of the CCI. The aim is also to contribute to the change in local demographic trends (population loss and ageing), which is one of the priority ambitions of Jászberény (and the region).</p> <p>The aim is for the CCI to become accepted as business/revenue-generating activities by the cultural institutional environment and not only to be treated as a necessary tolerable activity, while making a major contribution to financial sustainability.</p>
<p>SPEC_1.1 The CCI, as an economic sector, is known and acknowledged</p>	<p>In order to achieve the strategic goal, the city's shorter-term, specific objective is to make the CCI more widely known and recognised as an emerging, well-known and well-defined economic sector. The aim is for decision-makers to gain as much knowledge as possible about the direct and indirect positive urban development impacts of strengthening the sector, in order to be able to decide on development steps in this light in the 2021-2027 programming period.</p> <p>The aim is to get to know the CCI from news (PR campaigns) and from experience by local residents and local businesses (as consumers and business partners).</p> <p>Jászberény's important ambition is that more and more young people look at creative economy and its sub-sectors as a local career and livelihood alternative, on which a successful life can be based in Jászberény. The aim is therefore to make the sector more familiar at secondary school age (in small numbers, but there are good examples already). Many people engage in creative activities for income supplements or hobbies - the aim is to get more of them to pursue their activities as successful entrepreneurs (full or part-time).</p>
<p>SPEC_1.2 Favourable business building conditions (local start-ups, settling creative companies)</p>	<p>In most cases, the CCI actors are young, highly qualified and/or individuals with specific professional knowledge and experience who may become entrepreneurs. Creative people are less practical and often have problems starting and running businesses, and due to lack of capital, they also have problems maintaining workshops and shops. It's typical that they need a supportive medium. One of the local objectives is to provide a supportive environment for CCI start-ups - this is one part of the opportunity to acquire the knowledge needed to get started, the existence of preferential rental opportunities or common creative spaces (spaces for co-creation). The aim is to make the city ready to start.</p>



Strategic and Specific Goals (1)	EXPLAINING THE OBJECTIVES
<p>SPEC_1.3 Strong clustering processes, building a local CCI ecosystem</p>	<p>In addition to raising awareness of decision-makers and market participants in CCI, the aim should be to ensure that the CCI actors themselves (creators, professionals, entrepreneurs, etc.) interpret themselves as demanding economic operators capable of producing marketable products/services and consciously build their activities (there are excellent unique examples of this in the city).</p> <p>At the same time, this is not enough to build the sector: the aim is for CCI actors to recognize in each other a partner with whom they can act more effectively to gain market and assert interests. Clustering requires the critical mass and quality of operations of CCI businesses in Jászberény and its region, thus providing a versatile portfolio of activities. Since achieving CCI cluster status can be considered a long-term objective, it is advisable to intensify conscious networking, regular communication and cooperation between CCI installers as a basis for it ¹².The STIMULART project has taken responsibility for the launch of this.</p> <p>In the case of CCI, although Jászberény has potential ecosystem/cluster actors (knowledge transfers, producers, service providers, etc.) it is not yet strong enough and has a rudimentary network, except for a few subsectors. The aim is to transform this situation and to be strong, multi-legging (value protection, development, production, trade, etc.). The aim is to build a CCI ecosystem in the medium term, at least for certain sub-sectors(s) e.g. heritage-based CCI. The creative economy, based on local traditions, also has good chance for clustering at regional (Jászság) level (in the longer term).</p>
<p>SPEC_1.4 Regular, innovation-driven cross-CCI subsector collaborations</p>	<p>In the CCI, as in all other economic sectors, occasional and regular cooperation between activities becomes typical. This allows innovative co-thinking, which in good cases leads to the creation of novel products (and services), which allows for the acquisition of new markets and the filling of a market gap that has not yet been known. For now, we've only found individual cases in the city, like handicrafts. The aim is to expand the possibilities of existing practice and to introduce the practice in other CCI sectors, for which there is interest. There are endless and inexhaustible opportunities for innovation cooperation between representatives of the CCI sub-sectors, making it easier to create marketable products/services.</p>
<p>SPEC_1.5 Stable business relationship between large local/regional companies, SMEs and local representatives of the CCI (local economy as an CCI market)</p>	<p>The CCI activities versatile and the nature of the activities determines the type of relationship that can be established with existing large companies and SMEs in the city/region. The possibility of these extends beyond the business-based provision of supplier, designer, complementary service (company cultural program, marketing action, interior design, etc.) to regular business partner status.</p> <p>The aim is for large local production, commercial and logistics companies and SMEs to recognise the benefits of working with local creative enterprises and to conduct as many occasional and regular business transactions as possible. There are several smaller-scale examples of this than the involvement of a local creative entrepreneur in company image and brand building - but these collaborations are ad-case for the time being.</p> <p>By strengthening relations, the local economy integrates the CCI (sees it as part) and becomes its market. In Jászság, which has a very strong low labour cost</p>

¹² 'The cluster is an economic network of firms working in the same sector (producers, suppliers, researchers, service providers) or clusters of the same sectors...'



Strategic and Specific Goals (1)	EXPLAINING THE OBJECTIVES
	production industry tradition, this is not an easily achievable goal, but demand for local creative ideas and services that make life easier for companies can increase alongside the right communication (creating meeting and introducing opportunities). In addition to CCI enterprises, the aim is to recognise the benefits of cooperation for local large companies and SMEs.

Strategic and Specific Goals (2)	EXPLAINING THE OBJECTIVES
<p>STRA_2. The heritage-based creative sector of regional importance is a characteristic feature of the city and the local economy</p>	<p>Jászberény's second strategic objective, also based on the establishment of the GAP analysis (Stimulart CCI situation assessment). According to this, the strongest group of activities of the local CCI is the creative sector based on tradition, which can almost be interpreted as an economic ecosystem. This thematically includes activities based on Jász and folk traditions in general (handicrafts, performing arts: dance, music, choirs, storytelling, etc.) and other creative and service activities related to contemporary art based on other local traditions.</p> <p>With the value-keeping, knowledge-transfer, creative and service actors present locally, the tradition-based creative sector has the strongest perspective on the CCI in Jászberény. The aim is to develop a broad cohesive creative activity base in the city and its region, which, in addition to local visitors (market), moves those interested at regional and even international level in a significant way and motivates market building.</p>
<p>SPEC_2.1 Creative ecosystem based on local traditions</p>	<p>We are talking about economic ecosystems when as many subsectors and groups of activities as possible are present in a given place within a sector and, in addition, the actors needed for the development of that sector (knowledge transferers, product producers, intermediaries, etc.) are actively present. As we have pointed out, the traditional creative sector in Jászberény has a multifaceted portfolio of activities. These are partly for the purpose of traditionalism, community building, and partly can be interpreted as clear market/business activities.</p> <p>The aim is not to lose any importance on either side, but to strengthen each other to develop into a system (ecosystem) of sustainable and regional importance. The aim is to operate to the highest standards and in a financially sustainable manner according to the possibilities of all complementary tasks (preservation, transfer of knowledge, creative marketable creation, etc.). The aim can be ambitious in the field of value preservation and methodological developments and knowledge transfer, which would greatly increase the city's prestige, even at national level (establishment of a methodological centre).</p>
<p>SPEC_2.2 Strong and ever-expanding business competences in the special field of the CCI</p>	<p>An evolving local entrepreneurial culture includes the continuous expansion of knowledge about entrepreneurship. This applies to all enterprises and to all self-employed persons, and also to all self-employed organisations. In the CCI of Jászberény, the aim is, on the one hand, to increase the specific knowledge enabling the growth of existing individual and micro-enterprises and to establish the knowledge of those who are now entrepreneurs (creators, performers, etc.) taking into account the specific characteristics and characteristics of the CCI. The aim is to make such actions regular in the city and its region and, where possible,</p>



Strategic and Specific Goals (2)	EXPLAINING THE OBJECTIVES
	<p>to provide continuous consultation for start-up entrepreneurs. The ultimate goal (in line with SPEC_1.2) is to build a help-desk background for start-up businesses in the city.</p> <p>The aim is also to familiarise the Jászberény institutions in the CCI ecosystem, which essentially maintain themselves with budget, foundation and tender funding, with the regulation, practice and not to refrain from expanding, expanding and re-rationing their business activities. The aim is to ensure their sustainable operation within the framework of the local CCI ecosystem under construction.</p>
<p>SPEC_2.3 Dynamic product portfolio expanding and transforming / efficient market access</p>	<p>In the context of spec-1.3 content, the specific objective within the second strategic objective is to continuously broaden and renew the portfolio of products and services offered by the CCI actors in Jászberény. The aim is to know the needs, to prevent them, to identify market niches.</p> <p>Within the creative sector based on tradition, products are value-keeping based on tradition, but at the same time we mean handicrafts, productions (performing arts) and services (trainings/trainings, gastronomy, interior design, design, etc.) tailored to the (use) needs of the time (use) and their combination (e.g. camps, festivals including trainings). The aim is to ensure that the products resulting from the coordinated work of the players in the sector reach as wide an audience (market) as possible through consciously structured target group-specific marketing activities, through a variety of channels and an intermediary medium, thus ensuring the well-being of the CCI actors, contributing to the achievement of Jászberény's urban development goals.</p>

Strategic and Specific Goals (3)	EXPLAINING THE OBJECTIVES
<p>STRA_3. Sustainable CCI (public)institutional and non-profit background as a source of CCI inspiration and creative talent - as part of the local CCI ecosystem</p>	<p>Jászberény's third strategic objective is to provide a sustainable (public) institutional and non-profit background to the CCI sector. Organisations and institutions of value preservation, education/training, public education and culture are extremely valuable parts of the CCI ecosystem, without which the CCI and, more importantly, its traditional area would not be operational.</p> <p>It is important to note that (public)institutional and non-profit organisations are by their very nature not essential to market activity. At the same time, (c) it makes use of the promotion of the institutions' access to funding and the production of own-use income from their activities and, in some cases, the orientation of the CCI non-profit background (associations) towards market activities. The ultimate goal is to maintain the functioning of organisations/institutions that maintain the core values of the creative sector based on local traditions and provide inspiration and talents.</p> <p>It is also an important objective to involve institutions/non-profit organisations more and more in a coordinated way in sensing the population to CCI products (which means making them familiar with different value-based cultural/creative heritage and novel products). This activity is particularly important for the future of Jászberény in relation to the young generation.</p>



Strategic and Specific Goals (3)	EXPLAINING THE OBJECTIVES
<p>3.1 The operational results of cultural institutions / organisations are widely visible and help to sensitisation of the population to CCI</p>	<p>The aim is to ensure that the functioning of cultural institutions and non-profit organisations and the results of the operation are widely visible and accessible - contributing to the public's perception and sensitivity to CCI products. Good examples of this can still be seen in the city today - in the form of temporary exhibitions, museum pedagogical sessions, outsourced art or craft sessions/lessons related to a dedicated non-profit organization, educator and artisan creator. It is important that the frequency of events with this content is increased with the systematic involvement of educational institutions. It is important that young people are involved as widely as possible, as they are the next generation of CCI consumers.</p> <p>The aim is to provide an organized opportunity for emerging artists and artists (musicians) in the city to show themselves to local audiences. There were good examples of this in Jászberény. The aim is for the city to revive these opportunities and to create new types of opportunities for introduction by revitalisation of the use of open spaces and urban green spaces for community purposes, involving talent training institutions.</p>
<p>3.2 Sustainable CCI (public) institutional operation is ensured</p>	<p>The profile of some cultural public institutions operating in the city for long decades has been clarified, with efforts in their development and operational resources, but largely secured and their management background is firm (such as the Jász Museum and the Palotásy János Music School).</p> <p>The aim is also to clarify the operating circumstances in the case of two other institutions performing public cultural education tasks (Jászkerület Non-profit Ltd. and Hamza Museum). In the case of Jászkerület Non-profit Ltd., the aim is to properly coordinate profile cleaning, i.e. public culture tasks and activities that can be operated on a market basis. Further integration of certain tasks or its operation as a separate organisation, e.g. Tourinform Office, may be questionable. In the case of the Hamza Collection, it would be necessary to provide for the possibility of fulfilling the current functions in an appropriate environment. The Collection has many features from which alternative CCI options can be derived and developed, e.g. Based on Hamza's film and fashion design heritage. The aim is to resolve the infrastructure gaps behind them, the controversial operational funding resulting from the lack of coordination at city level and organisational problems.</p>
<p>3.3 Broad and versatile well-coordinated institutional cooperation networks as part of the CCI ecosystem</p>	<p>The city's cultural institutions are currently operating in a rather isolated way. Previous experiments that allow for coordinated operation can be poorly called successful. The current lack of coordination makes the coordination of cultural life (non-profit and for-profit) activities in the city case-by-case and possible (person-dependent), thus avoiding conflicts and programme gaps, as well as joint action and the exploitation of the resulting joint tendering opportunities. The aim is to achieve stronger professional coordination between public and business actors, which does not limit autonomous decision-making and, at the same time, to give lee way to the benefit of all actors. It is related to A.) horizontal goal of coordination (governance) at city level.</p> <p>The city and each of the public bodies concerned also aim to become active members of national professional networks that help them to assert their interests and share knowledge based on exchange of experience in their field of operation. The regional role of Jászberény can also be further strengthened if the professional</p>



Strategic and Specific Goals (3)	EXPLAINING THE OBJECTIVES
	<p>networking and coordination of institutions with a similar role in the narrower region is taken on.</p> <p>As mentioned above, the city can achieve more ambitious goals by strengthening the existing institutional portfolio through methodological (knowledge-sharing) activities.</p>

Strategic and Specific Goals (3)	EXPLAINING THE OBJECTIVES
<p>STRA_4. The city's attendance is increasing through CCI activities developed into quality attractiveness</p>	<p>Jászberény's fourth strategic goal is to build on the CCI ecosystem and its products to strengthen the attractiveness of the city among its own population and visitors to the city/area. This strategic objective is closely linked to two overarching urban ambitions, one to reverse demographic trends (exodus of the youth, ageing) and the other to boost cultural tourism in the city, which is currently based on one or two events and attractiveness.</p> <p>The CCI itself is not necessarily a tourist attraction, but with its versatile, unique offer it is able to attract occasional and even continuously interested visitors. The creative sector, based on tradition, is ideally capable of creating such touristically meaningful attractions/events. The aim of Jászberény and its region is to bring in the city's lagging behind by developing the CCI sub-sectors as the main direction and to gain a competitive advantage in the cultural tourism market.</p>
<p>SPEC_4.1 The city offers attractive creative attractions that respond to 21st century needs</p>	<p>When we talk about attractions that attract larger and growing numbers of visitors, they are not necessarily completely new things that have not existed before. Jászberény's built heritage, is a less marked attraction, but its heritage-based intangible heritage has strong potentials.</p> <p>At the same time, the opportunities are not being exploited. The aim is to renew and match the expectations of the 21st century for content and services, which can be interpreted as CCI activities based on the traditions of the city (museums, temporary exhibitions, festivals, folk art-related camps, thematic conferences).</p> <p>The aim is to create new niche attractions (e.g. methodological centre) by actors in the traditional creative sector. The aim is also to develop existing CCI-based attractions (museums, exhibitions, festivals, camps) using common ideas and the opportunities offered by modern technologies.</p> <p>The aim is not to have isolated cultural events and places in the city, but to create a well-thought-out package of attractions with close content and physical (infrastructure) ties, which can already be interpreted as a tourist product for different target groups. The aim is to develop the products and services of the creative sector based on tradition along the lines of a unified concept (idea, direction, theme).</p> <p>The aim (!) is to provide the city with up-to-date information on attendance and visitor satisfaction, because without them it cannot see the direction of the developments.</p> <p>The aim is to coordinate locally (regionally) the development and offer of cultural and other attractions with CCI roots, which should be established and operated within the framework of an organisation specifically entrusted with this task.</p>



Strategic and Specific Goals (3)	EXPLAINING THE OBJECTIVES
<p>SPEC_4.2 A network of cultural attractions and creative services at regional level (Jászág) has been set up and is working successfully</p>	<p>The city does not aim to take the opportunities offered by the CCI, as Jászág is extremely rich in similar values and initiatives. The aim is to coordinate the goals and development ideas of other municipalities at regional level, in addition to Jászberény. The aim is that the municipalities of Jászág see each other more as partners than competitors and that Jászág, as a cultural area, is included in the national competition for visitors with a uniform image. It is important that the local population also consider the creative offer of neighbouring municipalities as an alternative, which leads cultural offer organizers to coordinate their activities not only at urban but also regional level, mutually recommending each other's programmes, events and "CCI products".</p> <p>The organisation development objective supports regional networked development efforts.</p>
<p>SPEC_4.3 Advanced support background services available in the city</p>	<p>The CCI, as a sector capable of creating and operating tourist attractions, requires the development of classic complementary services for tourism in the city. In Jászberény and in the region, their inadequacy proved to be an obstructive factor. The aim is to increase accommodation facilities and restaurant and catering service and to provide higher standards than at present. The aim is for the city not to achieve this as its own investment, but to create conditions that will lead local entrepreneurs to make improvements.</p> <p>Both festivals, camp, and thematic conferences, which can be interpreted as CCI products, but also local stays for longer visits, are limited by the scarcity of accommodation of the right quality. The aim is to add an alternative and regional extension to the facilities set up for this purpose. The aim is to introduce local gastronomy, which is part of the tradition, into the culinary local offer, i.e. as many restaurants as possible offer local dishes based on authentic recipes. It's important to have a larger number of creative, 21st-century lifestyle properties that can also be places to build communities.</p>

2.2.4. Horizontal objectives - Jászberény CCI strategy

HORIZONTAL OBJECTIVES	EXPLAINING THE OBJECTIVES
<p>A.) The CCI and other urban operational/sectoral subsystems operate in a coordinated way in the city;</p>	<p>It is important for the CCI and any other urban area of operation that they exist in a coordinated way, considering each other's development objectives, operating principles, and practices. This will strengthen operational synergies, avoid unnecessary investments, and avoid improvements that are not self-serving, but also take into account the interests of other groups of activities/sectors.</p> <p>It is extremely important for Jászberény, already in the strategy-making phase, that the CCI development needs and ideas are aligned with the goals and processes of public education, public land development and real estate development in economic development (including tourism). The aim is therefore to build a coordination mechanism at city level that does not currently exist and is working to coordinate the development and day-to-day functioning of the CCI and other areas.</p>



	<p>Priority areas for the CCI are education, urban development (physical infrastructure), local economy and urban marketing. As tourism and city marketing are currently rather weak and lack effective coordination, it is important that the CCI aspects are taken into account when developing and improving the organisational background and functioning of the two areas.</p>
<p>B.) Infrastructure and asset management of CCI activities effectively support sustainable operation</p>	<p>An adequate and sustainable building infrastructure background is an essential condition for the functioning of the CCI. Cultural infrastructure is currently highly segmented and thus difficult to maintain, there is no real centre. This does not support the development of the CCI.</p> <p>Due to the versatility of the CCI, it is necessary for the city (including the municipality!) to be able to provide a suitable venue for conferences, but also to allow small creative groups to operate. It is important that CCI start-ups can be provided with favourable rental options or even a jointly used property that allows them to create.</p> <p>The aim is to replace the cultural infrastructure portfolio, which is currently scattered and largely obsolete in physical/technical condition, with a more manageable and sustainable package. Due to the availability of target groups, it is mostly concentrated in the central area of the city and operate efficiently with a thoughtful division of tasks. In this context, the aim is to have a multifunctional facility in the city centre that can support a broad portfolio of CCI activities. Against this background, the aim is to complete the Mill Conference and Event Centre.</p> <p>In order to increase CCI's flexibility, an important horizontal objective is to extend the creative sustainable use of urban public spaces to cultural and creative activities and community building. The quality of the green spaces and public spaces in the city centre has improved a lot in the last decade in Jászberény. These can also serve to build communities and display CCI productions, but the opportunities are far from being exploited. Spaces are places of appearance for CCI actors and safe (C19) places to organize community meetings. The aim is therefore to make more intensive use of urban public and green spaces, as well as quality open spaces accessible to all, for cultural/community development purposes, involving CCI actors. This is supported by the population survey!</p> <p>The CCI has organized (mainly the institutions, but also associations and businesses) depending on the nature of their tasks, they are space-intensive and asset-intensive. The aim is to provide quality interiors and furniture (including outdoors) to strengthen the attractiveness of CCI activities.</p> <p>In addition to modern static tools for the cultural and creative economy, it is also important to enable the efficient use of SMART/DIGITAL solutions.</p> <p>The aim is to strengthen the digitalization background, which greatly helps organization, transparency, and operational efficiency (thus financial sustainability!) based on smart solutions, which contributes to the feasibility of more CCI development goals. The CCI is the background to coordination, marketing at city level and contributes overall to C.) the feasibility of a horizontal objective, which means strengthening the capacity to respond flexibly to unexpected situations.</p>
<p>C.) The adaptability of local CCI operation is</p>	<p>The events of 2020 have shown how sensitive certain economic sectors are to unexpected situations that affect people's mobilizing and community activities. The C19 outbreak has made community events impossible for a significant part of the year, putting the operations and livelihoods of performers, community</p>



<p>stronger than before (resilience)</p>	<p>organizers and many other operational areas at risk (and are currently doing¹³so). The CCI is extremely heavily concerned and its actors need to move towards new solutions, increasing the resilience of the sector.</p> <p>The aim is to strengthen the flexibility and adaptability of the cultural and creative economy to deal with rapid changes in external conditions e.g., C19, uncertain financing, unstable operating conditions.</p> <p>Resilience and flexible adaptation have organizational, financial and digitalization conditions - they aim to apply them in a complex way to ensure the near smooth functioning of the most affected sectors of the CCI.</p>
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¹³ Jászkerület Nonprofit Ltd. as a Stimulart project partner is currently working under extremely unfavourable conditions (December 2020).



3. System of activities to realize CCI objectives - Priorities, action fields, actions/projects

The most important part of the strategic planning cycle proposes a system of interventions based on objectives. Actions and projects can be derived directly from specific objectives, but since an action or project sometimes contributes to the achievement of several objectives, we have created a system of actions (priorities, action areas (measures or areas of intervention) and action packages. The action packages include actions and projects on a scale of small or large scale.

Our basic question in this chapter is: What must be done to achieve the strategic objectives of Jászberény CCI? Who is the owner (responsible) of the actions and projects? What resources (not just financial) are needed to implement it?

In the future (Chapter 7), the strategy proposes the logical context and timetable for the implementation of interventions (in the form of projects and actions).



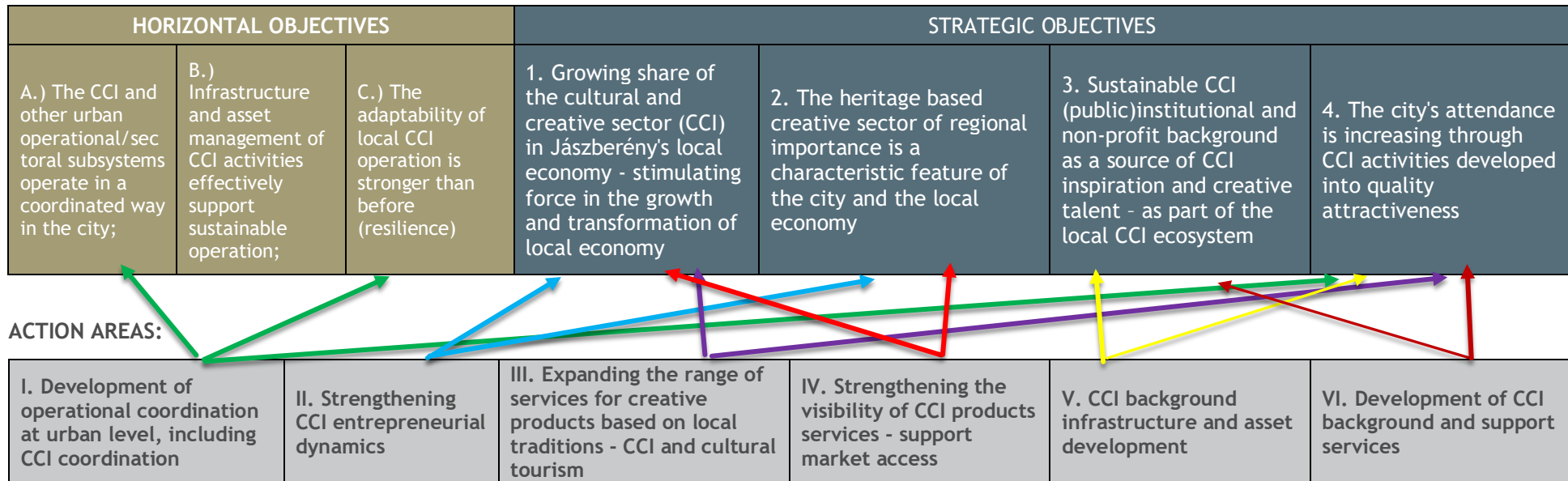
Priorities	A.) Coordination (CCI macro)		B.) Promoting CCI entrepreneurial culture, product development and market access		C.) CCI support and improvement of basic conditions	
Action areas	I. Development of operational coordination at urban level, including CCI coordination	II. Strengthening CCI entrepreneurial dynamics	III. Expanding the range of services for creative products based on local traditions - CCI and cultural tourism	IV. Strengthening the visibility of CCI products services - support market access	V. CCI background infrastructure and asset development	VI. Development of CCI background and support services
Action packages	I.1 Creating the conditions for CCI coordination at city level: establishment of organisation/status and definition of operational competencies	II.1 Providing motivational and entrepreneurial competency training for start-ups and working businesses - supporting entrepreneurship	III. 1 Innovative action - Cooperation between CCI subsectors for product (service) development	IV.1 Strengthening the direct visibility of local cultural products and CCI services - regional CCI brand building	V.1 Renewal and modernisation of urban facilities in the cultural sector (smart building operation) (Mill key project)	VI.1 Strengthening the sustainability of cultural institutions and developing products and services-based based on cooperation (Methodology Centre - key project)
	I.2 Networking with actors within and outside the CCI sector - Facilitating CCI clustering (Digital platforming - key project)	II.2. Start-up and CCI entrepreneurial, joint creative and business infrastructure development - rentals	III.2 Cultural events such as CCI products (festivals, fairs, camp) content development / development of a territorial portfolio	IV. 2 Developing local markets and sales opportunities - off and online Creative Shop Key Project	V.2. Sustainable use of urban public spaces/green spaces for community development	VI.2 Sensitisation to creative activities and their potential among young people, preparing next generation CCI professionals
	I.3 Transforming communication practices - internal and external city marketing				V. 3 Provide smart apps with unique device requirements	VI.3 Support/development of back-end services for CCI-based tourist attractions

10. Figure System of interventions of the CCI strategy in Jászberény (summary table)



3.1. Contribution of action areas to the achievement of objectives

OBJECTIVES:



11. Figure The links of CCI strategic objectives and action areas



3.2. Priorities and areas of intervention of the CCI strategy

Jászberény CCI's strategy comprises three priorities (A.), B.), C.) broken down into action fields to help Jászberény achieve the goals.

The strategy paper assigns action areas to each of the priorities, which are listed here and set out in detail later.

- A. **Effective coordination (CCI macro):** CCI is a macro-level institutional (municipal) and economic conditionality of the city and its region, in which actors in the cultural and creative economy can operate effectively in a coordinated way, with reasonable division of tasks and joint decisions. The priority concerns one action area.

Action areas:

- I. **Development of operational coordination at urban level, including CCI coordination**

- B. **Promoting CCI entrepreneurial culture, product development and market access:** The development of the CCI entrepreneurial culture is the implementation of conditions/activities supporting the business activities of CCI actors (individual creators, businesses, institutions, non-profit organizations). The priority concerns the multifaceted and creative development of CCI products and services and the support for market access to the values created. There are three areas for action.

Action areas:

- II. **Strengthening CCI entrepreneurial dynamics**
- III. **Expanding the range of services for creative products based on local traditions - CCI and cultural tourism**
- IV. **Strengthening the visibility of CCI products services - support market access**

- C. **CCI support and improvement of basic conditions:** The insatiable elements of the CCI ecosystems are complementary services that strengthen market performance on something that transmits knowledge and provides preparation, some of which are in the form of business services. The priority should be to develop them and create the conditions for their sustainable operation. A priority has two areas of action

Action areas:

- V. **CCI background infrastructure and asset development**
- VI. **Development of CCI background and support services**

The action areas of the CCI **strategy** (I-VI) will be further developed. The **following brief description** of the content of the areas of intervention refers to their content, broken down by specific ACTION PACKAGES. The latter will be explained in Chapter 4 (Action Plan) and detailed in specific actions/developments.



Action field I.	I. Development of operational coordination at urban level, including CCI coordination
outline	<p>The activities of the first intervention area of the CCI strategy go somewhat beyond the CCI framework and rather concern comprehensive coordination mechanisms at urban level. In the absence of these, the CCI's operational framework and relationship with other urban areas of operation and their development are unfounded.</p> <p>Within the framework of the I.1 Action Package, the conditions for CCI coordination at city level will be set up in line with the coordination framework for the coordination of urban operating areas. (there is no such coordinative framework in Jászberény at this time - if possible, it should be treated in UIDS).</p> <p>A status and/or organisation will be established to coordinate actors in the cultural and creative sector at city level and to management the CCI strategy. As a condition for this, the legal conditions for the operation of the entity (status or organisation) implementing the coordination task are established and the power to carry out the task is clarified.</p> <p>The content of the I.2 Action Package is for networking of local actors in the CCI sector on the one hand and CCI partners from other sectors and other geographical areas on the other. Networking with local and regional CCI actors is both to build an ecosystem for the cultural and creative economy and to cluster players in the sector. The actions involve building formal and informal networks of CCI actors and setting up the possibilities of regular contacting, co-thinking, co-creation.</p> <p>In this action package, we find the first key project, which means the creation of a data platform for local CCI actors. This data platform can have a versatile task and countless outputs (displays). Among other things, the platform is an important back-end database for the digitally based operation of the Stimulart pilot project (Creative Shop), which can be a module and can be prepared before the platform is ready.</p> <p>The I.3 Action Package includes activities aimed at transforming existing communication practices. Developments and actions concern internal communication and marketing activities (aimed at urban populations) and outward. As part of the action package, a comprehensive organisational background for city marketing and tourism marketing will be established, linked to the coordination framework at city level (see I.1 action package). As part of the promotions, a city marketing plan (main messages, target groups, CCI products) including CCI content will be developed. Specific CCI marketing activities appear as part of comprehensive city marketing activities, but also on their own. Content with a common message but tailored to target groups is developed for various standard and 21st century communication channels. In addition to continuous registration and processing of feedback (experiences, opinions, suggestions), this helps to further refine the strategy.</p>



Action field II.	II. Strengthening CCI entrepreneurial dynamics
outline	<p>Businesses, other entities engaged in market activities and their cooperation are the pillars of the cultural and creative economy.</p> <p>The content of the II.1 Action Package is versatile, and all activities are aimed at underpinning and/or strengthening CCI entrepreneurial/business competences. Activities and actions help not only to become entrepreneurs, but also to change the scale and expand the market of existing businesses. A specific group of activities concerns cultural (public) institutions and non-profit organisations that are not fundamentally responsible for getting into the CCI business world yet have marketable activities that support sustainable operation.</p> <p>The actions therefore aim at a deeper understanding of the sector at the first level, thus strengthening motivation to pursue creative activities. The second level is already developing specific entrepreneurial competences in the form of trainings aimed at transferring specific knowledge to start-up and functioning CCI businesses. The most important element of the action package is to support entrepreneurship, because there are many creative, creative people in the city whose entrepreneurial life carries a lot of uncertainty. Part of the package is not only the action-like, but also the provision of help-desk services in the city in cooperation with the municipality, and, according to the possibility/consultation with the chambers, the Manager Club, etc.</p> <p>II.2 Action Package focuses on the includes the development of start-ups and CCI entrepreneurial, business infrastructures in general. On the one hand, this means the creation, development and operation of workshops suitable for co-creation that already exist (or have existed) within various association frameworks. On the other hand, it includes the issuance of commercial premises suitable for works and/or commercial activities as municipally owned rental properties. The latter may be released at a discount or free of charge on an incubation basis on a pop-up basis. The latter option will be tested under Stimulart in spring 2021 in connection with the renovated room of the Creative Shop.</p>
Action field III.	III. Expanding the range of services for creative products based on local traditions - CCI and cultural tourism
outline	<p>Expanding the range of creative products and services based on local traditions, exploring new markets and developing CCI products into attractions are key issues for Jászberény. CCI productions as attractions can be the basis for cultural tourism.</p> <p>The activities of the III. 1 action package motivate CCI creativity and continuous innovation. Stakeholders are CCI businesses and local cultural institutions and the non-profit sector.</p> <p>In the context of the related actions, the main CCI consumers' needs and satisfaction with products and services are surveyed in a campaign way, and this is motivated by product and service development. Activities can be linked to an event (e.g. festival, fair, etc.) but can also be carried out in a complex way as a campaign or continuously using online channels. The actions/projects relate to the development of these methods, channels and the processing of information. It is important that the results reach the creatives themselves, as this constantly motivates them to develop new types of products, cultural content and services. In the context of the I.2 and II.2 action packages, the action package prioritises the fertilization cooperation of new market products between the CCI subsectors. The content of the action package is to create opportunities for joint creation, launch joint innovative projects and actions on pilot product developments. The object-making crafts are best suited for this, but</p>



	<p>cooperation in other areas is also possible. Exhibitions and events offered by artistic and creative non-profit organisations can also be products offered for such cultural consumption, if we are talking about the cooperation of several arts.</p> <p>Under the III.2 Action Package, the content of specific cultural events specific to Jászi, which can be operated on a market basis, will be developed in three areas: festivals with traditional and innovative content, art camps and temporary art exhibitions enabling traditional education/joint creation. They can be built not only at urban level, but also at regional level. The content of the action package can be made up of events that can be interpreted as market products or attractiveness, as well as their regional offerings.</p>
<p>Action field IV.</p>	<p>IV. Strengthening the visibility of CCI products services - support market access</p>
<p>outline</p>	<p>Activities in action area III result in products that can be interpreted as marketable products. It is important that these products and services are properly public at local and national level - their visibility contributes to their success and the sustainability and prosperity of the related businesses.</p> <p>The IV.1 action package will include activities aimed at enhancing the direct visibility of local cultural products and CCI, reating the knowledge of the CCI and its local products and the possibility of market building. All elements of the action package include practical steps in product and service marketing using traditional and on-line methods, adapted to the specific characteristics of each CCI sub-sector. Visibility and market building can also be strengthened by product demonstrations, thematic fairs and entrepreneurial meetings. These events also allow local creative companies and CCI players to meet (local operators as CCI markets).</p> <p>Various CCI product groups are being developed to build the Jászság /Jász regional cultural and creative brand. Brand building must be an important project of the city, because only by building a uniform image can the partially saturated home market appear, prevail and gain a competitive advantage in the longer term. It is important that the listed product/service branding, which is only regionally recognized but operates under local regulations, builds on the quality parameters associated with the Creative Shop, which is a pilot project under Stimulart. This is expected to be developed in spring 2021.</p> <p>Promotions allowing the sale of local products are included in the IV.2 Action Package. Local product sales are limited, few creative creators can afford to maintain their own sales location. In addition, the diverse and regularly renewed product portfolio is always more attractive to visitors and regular interested customers. As part of the action package, Stimulart's pilot action is the Creative Bolt, which is also a key project of the CCI strategy. See key projects (Chapter 5)</p>
<p>Action field V.</p>	<p>V.1 CCI background infrastructure and asset development</p>
<p>outline</p>	<p>The focus of action area V is on adapting the cultural and creative economy and local community building sites (physical infrastructure) to 21st century needs. The intervention area also includes the creation of an IT device background, which enables the local application of smart solutions (data platforming and their smart outputs) for sustainable networking and effective cooperation and market access.</p> <p>The V.1 Action Package focuses on the renewal and modernization of urban facilities in the energy sector. An important intervention is the functional reconsideration of the installation stock (within the framework of urban real estate management - ITS task) and the making of certain buildings suitable for community function.</p>



	<p>The renewal of building infrastructures with cultural functions in energy, building operation and aesthetic aspects is a projectable task for several infrastructures. At the same time, the implementation of the multifunctional Mill Event and Conference Centre remains a priority objective and this is considered a key project by the CCI strategy. This can replace some outdated municipally owned buildings, relocate some functions (Hamza Museum), streamline the use of space for functions and create new creative, exhibition (introduction) spaces as the most important result for the CCI, allowing CCI actors to meet each other as well as with consumers. Another priority development is the development of the Methodology Centre (Eördögh-ház) infrastructure. The action package includes all specific infrastructure developments affecting the cultural and creative economy and its back-end institutions.</p> <p>The V.2 Action Package includes the transfer of urban public spaces/green spaces to CCI for sustainable exploitation. The use of urban public spaces, in particular green spaces, for community development is an important element of the strategy in several respects and requires cooperation between the city (municipality) and program organizers (institution, no-profit organizations) and local businesses (hospitality). The related actions are the provision of technical conditions for the organization of urban outdoor events and CCI programs and the restoration to normal operation.</p> <p>The V.3 Action Package includes the acquisition of equipment for the individual device requirements (workstations) of applications and the acquisition of data storage equipment and related system development. This category also includes device enhancements that can display processed information related to smart solutions.</p> <p>It is necessary to operate such devices at the locations of contact and communication of information with CCI consumers (municipality, public cultural sites - library, cinema, other community places).</p>
<p>Action field VI.</p>	<p>VI. Development of CCI background and support services</p>
<p>outline</p>	<p>The functional actors of the CCI ecosystem, which appear as non-economic actors, are embodied in Jászberény by institutions and organisations with a high reputation and professional background. Their task is to preserve tradition, preserve value, public culture, transfer value, education, dissemination of knowledge, on which creative value creation can be based. In Jászberény, the main focus of the strategy is on creative needs based on tradition, with the development of background and support (public) services as a priority area of intervention.</p> <p>In addition, business services supporting CCI-based cultural tourism are part of this action area.</p> <p>The VI.1 action package aims to promote cooperation between cultural institutions and local creatives. Actions are the coordination of activities in cases where knowledge transfer or the creation of marketable products within an institutional framework or the promotion of market access are involved. This includes the creation of a whole new type of services with regional or regional attractiveness. In Jászberény, the strategic framework of the CCI will be open to this with the establishment of a methodological centre, which is essentially aimed at transferring practical knowledge of creative craft activities.</p> <p>The VI.2 Action Package includes actions to sensitization to creative activities and their potential in particular among young people. It is essential to build partnerships with educational institutions in this group of activities. Actions are a deepening and institutional extension of existing practices (visiting exhibitions in art classes, performing handicrafts at school classes and in day care services).</p>



An important element is the training of the next generation of CCI professionals in the framework of possible closer cooperation with the Jászberény Campus of Eszterházy Károly University.

The **activities of the VI.3 Action Package** are aimed at **developing** the background services of **CCI-based tourism (hospitality, accommodation)**.

The involvement of catering companies (restaurants) and their services in CCI events is an opportunity to increase attractiveness. The events provide an opportunity for further joint campaign-like actions to primarily mediating local gastronomic traditions (organizing creative gastro days based on traditions). These actions can be operated effectively in connection with the **III. 3 Action Package** (festivals as CCI products), where the impact of synergies between service providers can lead to a noticeable increase in visitor traffic in the city.

The issue of accommodation raises a more complex problem, as there is no way for public figures to provide accommodation in sufficient numbers and quantities. Strengthening demand can create a situation where people with resources and intentions create accommodation tailored to different needs.



4. Action Plan - details of action fields /action packages for the development of the urban CCI

4.1. Importance of action planning

In the Action Plan the action fields outlined in Chapter 3.2 are broken into action packages and their description is complemented with concrete actions and projects, which help to understand through what concrete steps the aims will be realized.

Action packages can contain multiple specific projects or actions that are listed. However, for each Action Package, only the most important projects /actions are detailed in the action planning time period 2-3 years). In the CCI strategy, 15 action packages have been defined.

We use the following template for each action package.

Action package number	Title
Objectives that the AP contributes to	
Details of the AP	
List of actions and projects (<i>not all listed items are detailed below</i>)	

If there are known and more detailed projects related to the action package, this will be explained in the template below.

Project/action title	
project/action details	
timing	
activities and responsibilities	
participants and roles	
cooperation between public and private actors	
resource needs / conditions	
expected resistance / risks	



4.2. Action packages: details of actions and projects

4.2.1. Action field I. Development of operational coordination at urban level, including CCI coordination

Action package I.1	I.1 Creating the conditions for CCI coordination at city level
Objectives that the AP contributes to	HOR_A.) The CCI and other urban operational/sectoral subsystems operate in a coordinated way in the city HOR_C. The adaptability of local CCI operation is stronger than before (resilience)
Details of the AP	<p>In its strategic objectives, the city of Jászberény clearly stated the priority role and importance of the cultural and creative sector (CCI) among the directions underpinning the development of the city and the region.</p> <p>To this end, the I.1 action package includes the establishment of an CCI organisational framework and the establishment of conditions. The successful and effective functioning of the CCI organisation, which provides coordination and management at urban/regional level, is conditional on acceptance by the relevant actors and partners. It is important that the resulting coordination status/department operates as part of city management, which can integrate different interests, get accepted and carry out its task with a high level of expertise and competence. The main factors of its success, which are developed in the framework of the I.1 action package:</p> <ul style="list-style-type: none"> • ensuring the necessary personnel conditions and expertise; • selection of the person (s) selected on a professional basis accepted for the actors (by competitive tender); • providing the marketing and other conditions necessary for the CCI's integrating and organising activities (to be clarified whether as part of the coordination task or separately) <p>The CCI's partnership in the urban environment includes:</p> <ul style="list-style-type: none"> • municipal actors, decision-makers; • institutional partners, in particular institutions of education and culture; • the entrepreneurial sphere, both as a sponsor and as a business partner (creating a cultural offering) and at the level of actors in the urban leisure economy (e.g., • event venues, event organisers, entertainment venues, etc.); • representatives of the local creative and artistic society. <p>Coordination (person or group of persons) would be most effective as part of the mayor's office of Jászberény.</p> <p>The objectives, competences and tasks of the coordinator should be defined in close partnership with the relevant urban actors in the CCI area, as detailed above.</p>
List of actions and projects <i>(not all listed items are detailed below)</i>	I.1.1 Create a city manager position/organization (including or separately) to create an CCI management organization or status



Details of selected actions/ projects:

I.1.1 Create a city manager position/organization (including or separately) to create an CCI management organization or status	
project/action details	The project includes the establishment of the organizational framework of CCI coordination /management. Decision on form: status or department. Create personnel conditions and competencies. If it is a unit's professional manager: cultural manager, organizing staff; marketing professional (?) and the creation of administrative functions to support CCI activity.
timing	2021
activities and responsibilities	<ul style="list-style-type: none"> • Establishment of the CCI coordination status/unit • defining tasks • CCI coordination at urban/regional level
participants and roles	Jászberény Municipality
cooperation between public and private actors	The task (action) is implemented by the municipality, but in the definition of the tasks in the status other CCI actors may also have their words, since their activities would be partly coordinated by this person/ department.
resource needs / conditions	Establishment of an CCI management office, creation of assets, provision of wages
expected resistance / risks	The successful operation of CCI management can only be achieved with the highest level of dedication, professionalism and the development of a wide partnership network.

Action package I.2	I.2 Networking with actors within and outside the CCI sector - Facilitating CCI clustering (Digital platforming - key project)
Objectives that the AP contributes to	<p>SPEC 1.3 Strong clustering processes, building a local CCI ecosystem</p> <p>SPEC 1.4 Regular, innovation-driven cross-CCI subsector collaborations</p> <p>SPEC 1.5 Stable business relationship between large local/regional companies, SMEs and local representatives of the CCI</p> <p>STRAT 3. Sustainable CCI (public)institutional and non-profit background as a source of CCI inspiration and creative talent - as part of the local CCI ecosystem</p> <p>SPEC 3.3 Broad and versatile well-coordinated institutional cooperation networks as part of the CCI ecosystem</p> <p>SPEC 4.3 Advanced support background services available in the city</p> <p>HOR A.)The CCI and other urban operational/sectoral subsystems operate in a coordinated way in the city</p>
Details of the AP	<p>The successful, value-creating and economically sustainable model of the local CCI is based on spatial and sectoral networking, which is also strongly displayed in the target system and is organised in the form of the creation of the CCI cluster. This means organised and institutionalised links between local players in the CCI sector and other industries, as well as the spatial extent of CCI networks within the existing spatial links between Jászberény and the Jászság region.</p> <p>The CCI cluster is an organised collaboration between the personal and organised units of local creatives (associations, clubs and CCI enterprises), municipalities, relevant cultural and educational institutions and local and regional enterprises outside the sector, in order to ensure the success and profitability of the CCI sector.</p>



	<p>Networking, regular and organised communication, direct contacts and acquaintances are the basis for the development of creative synergies from the CCI cluster, the development of a plan from the idea, the development of a marketable product from the joint design.</p> <p>The successful CCI cluster is based on the creation of an CCI database - a smart platform - that provides all cluster actors with access to information, a modern and efficient way of transferring and disseminating information. The smart platform displays a wide range of outputs (displayed). It is also one of the basic inputs for the digital operation of the Stimulart pilot project (Creative Shop).</p>
List of actions and projects <i>(not all listed items are detailed below)</i>	<p>I.2.1 Creating a local and regional CCI digital database (smart platform)</p> <p>I.2.2 Establishing a cultural and creative cluster</p>

Details of selected actions/ projects:

I.2.1 Creating a local and regional CCI digital database (smart platform) (See also: Chapter 5. Key projects)	
project/action details	<p>The establishment of a database underpinning a successful regional CCI economy and cluster is the basis for effective cooperation and operation in a cluster.</p> <p>Here are the steps to create:</p> <ul style="list-style-type: none"> • development of technical conditions, provision of IT background, • introductory and continuous data collection and recording, • developing platform operating conditions, continuous updating, keeping up to date, • promotion of the introduction, familiarity and use of the smart platform <p>The purpose of data platformization is to use the data and information for as many purposes as possible mostly for the public good and for the good of CCI businesses. The ultimate task is to set up interfaces related to various users.</p>
timing	2021
activities and responsibilities	<ul style="list-style-type: none"> • setting up a platform • operating the platform • responsible partner: Jászberény Municipality
participants and roles	<ul style="list-style-type: none"> • Cultural and educational institutions - data provision • NGOs, associations • Creative artists • Local and regional enterprises in the CCI and other sectors <p>Their task is to actively contribute to data provision and ensuring the conditions of using interfaces as outputs of the platform</p>
cooperation between public and private actors	the platform is open to all registered players
resource needs / conditions	The municipality is responsible for the costs of developing technical conditions, ensuring operation, maintenance, and data management.
expected resistance / risks	Possible mistrust of the release of data, data security; if the database is not fully up-to-date, its users quickly defect.



1.2.2 Establishing a cultural and creative cluster	
project/action details	<p>Establishment and operation of regional and local networks (involving creators, masters and professional organisations, communities).</p> <p>Building stronger relationships with Stimulart partners: institutional partners, businesses.</p> <p>Networking with Public Education Institutions in the Jászság region</p> <p>Finding and establishing international relations (twinning, Hungarian professional organizations beyond the border, descendant jász and sporadic Hungarians).</p> <p>Strengthening relations with civil urban and Jászság communities.</p> <p>Strengthen the relationship with the Hungarian Tourism Agency and the offices within the Tourinform network.</p>
timing	from 2023 on
activities and responsibilities	Participation in the CCI cluster is voluntary and the success of the cluster and the CCI is based on continuous cooperation (co-creation, sensitization etc.).
participants and roles	<ul style="list-style-type: none"> • Cultural and educational institutions - data provision • NGOs, associations • Creative artists • Local and regional enterprises in the CCI and other sectors <p>Their task is to actively contribute to the reporting</p>
cooperation between public and private actors	The cluster is based on organised cooperation and regional networking between municipalities, public institutions, NGOs, individuals and businesses.
resource needs / conditions	Provision of meeting places; creation of a cluster work organisation in the longer term.
expected resistance / risks	Passivity on the part of the stakeholders concerned.

Action package 1.3	1.3 Transforming communication practices - internal and external city marketing
Objectives that the AP contributes to	<p>STRAT 4. The city's attendance is increasing through CCI activities developed into quality attractiveness</p> <p>SPEC 4.2 A network of cultural attractions and creative services at regional level (Jászság) has been set up and is working successfully</p>
Details of the AP	<p>The efficient organisation of the CCI economy and urban ecosystem requires the intensification of urban marketing activities, the redesign of traditional channels, the introduction of new forms of communication that prioritize CCI values, both for the local population and for outward marketing.</p> <p>The focus of the action package is on the preparation of a new comprehensive urban marketing strategy, which is also a tourism promotion plan for the city and the region, with the central element of the presentation of the values and attractions created by the CCI, the sale of products and services and events.</p> <p>Some of the actions are the reimagining of target groups, channels of communication, the formulation of new messages, the positioning of new products, thus the reinterpretation and development of the CCI economy as an element of the development of the city.</p>



List of actions and projects <i>(not all listed items are detailed below)</i>	I.3.1 Preparation of a city marketing plan focusing on CCI content, public CCI campaign
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Details of selected actions/ projects:

I.3.1 Preparation of a city marketing plan focusing on CCI content, public CCI campaign	
project/action details	<p>As a prequel to the city marketing plan, is the development of a broad local partnership. Idea contests, organisation of public workshops, involvement of as wide a range of stakeholders as possible, in particular CCI actors, tourism operators and local businesses.</p> <p>Assemble an expert team to prepare the plan, involving local and external marketing experts.</p> <p>Iterative planning, ongoing negotiations and feedback during the preparation of the plan. Intensive involvement of CCI actors.</p> <p>Finalize a city marketing plan, develop channels for implementation.</p> <p>Ensuring the local recognition of the city marketing plan - local campaign - is a professional implementation of market-acquiring elements that expand the possibilities of the economy.</p>
timing	<p>2022-2025</p> <p>In particular, the CCI marketing plan is necessarily linked to the preparation of ITS, i.e. it is only justified to prepare it after it has been completed.</p>
activities and responsibilities	<ul style="list-style-type: none"> • procurement (expert group) • planning - participation planning • selecting responsibilities
participants and roles	<ul style="list-style-type: none"> • Municipality of Jászberény - coordination of the preparation of the plan • City marketing task force - opinions on drafts prepared by experts
cooperation between public and private actors	Iterative planning, incorporation of partnership work materials, local inputs, emphasis on the CCI economy
resource needs / conditions	Securing the costs of planning, financing planning
expected resistance / risks	Coordination of conflicting business interests; local passivity to participate in the design process.



4.2.2. Action field II. Strengthening CCI entrepreneurial dynamics

Action package II.1	II.1 Providing motivational and entrepreneurial competency training for start-ups and working businesses - supporting entrepreneurship
Objectives that the AP contributes to	SPEC 1.4 Regular, innovation-driven cross-CCI subsector collaborations SPEC 2.2 Strong and ever-expanding business competences in the special field of the CCI HOR C.) The adaptability of local CCI operation is stronger than before (resilience)
Details of the AP	<p>The successful business operation of the CCI activity requires the foundation and strengthening of entrepreneurial/business competences. This is a very complex task, as in many cases creatives that produce CCI products do not have the knowledge and skills to develop products, enter the market, operate effectively. The action package concerns, on the one hand, the CCI companies producing for the market and, on the other hand, the various non-profit organisations and public institutions for which certain revenue-generating activities may contribute to ensuring their operation.</p> <p>As part of the action package, it is necessary to:</p> <ul style="list-style-type: none"> • assess the level of local CCI competences, defining real needs and needs, and • assess and define the local CCI products with real market potential. <p>The second stage of the action package is the development of ad-case trainings and permanent information services.</p> <p>The trainings are held for start-up and existing CCI businesses and include basic entrepreneurship and the elements of business management for successful entry into the market.</p> <p>In addition to ad-case trainings, the provision of a kind of information help desk service for CCI businesses in the city, in which important partners include the chambers of commerce and the local Management Club, in addition to the municipality.</p>
List of actions and projects (not all listed items are detailed below)	II.1.1 Transfer of entrepreneurial knowledge, organisation of trainings for local and regional CCI businesses II.1.2 Continuously available advisory service to support start-ups (help-desk)

Details of selected actions/ projects:

II.1.1 Transfer of entrepreneurial knowledge, organisation of trainings for local and regional CCI businesses	
project/action details	Organisation of entrepreneurship trainings based on assessed needs for local CCI enterprises starting and operating. Development of specific professional material for trainings, use of specific methodologies to meet the visualisation and participative needs of the 21st century. Provision and organisation of well-prepared instructors. Ensuring the infrastructure conditions of the training, such as room, technical background, etc. Promotion of trainings, development of conditions for participation, organisation of events. Possibility to provide feedback.
timing	from 2021 on (continuous)
activities and responsibilities	Development of the professional material of the trainings, provision of infrastructure, organization.
participants and roles	Jászberény Municipality City Marketing Working Group Chamber of Commerce and Industry



	Manager Club
cooperation between public and private actors	In the action package, non-profit and public sector organisations provide professional support to start-ups
resource needs / conditions	Background infrastructure - room, technical conditions, organisation.
expected resistance / risks	The provision of funding for activities is questionable.

II.1.2 Continuously available advisory/support service to support start-ups (help-desk)	
project/action details	The most important element of the action package is to support entrepreneurship, because there are many creative, creative people in the city whose entrepreneurial life carries a lot of uncertainty. Part of the package is not only the action-like, but also the provision of help-desk services in the city in cooperation with the municipality, and, according to the possibility/consultation with the chambers, the Manager Club, etc.
timing	from 2022 onwards
activities and responsibilities	<ul style="list-style-type: none"> • compilation of information base (basic knowledge) • determining the location of the help-desk service and how to provide assistance (telephone, online, personal) • preparing service personnel
participants and roles	<ul style="list-style-type: none"> • Jászberény Municipality • CCI Management • Manager Club (conditional) • Chamber of Commerce
cooperation between public and private actors	the service may be provided by market advisers under public sector management (with appropriate fees)
resource needs / conditions	Resources need are provided by the Municipality
expected resistance / risks	No resistance is expected It is important to avoid overlaps in service provision

Action package II.2	II.2. Start-up and CCI entrepreneurial, joint creative and business infrastructure development - rentals
Objectives that the AP contributes to	STRAT_I. 1. Growing share of the cultural and creative sector (CCI) in Jászberény's local economy - stimulating force in the growth and transformation of local economy SPEC 1.2 Favourable business building conditions (local start-ups, settling creative companies)
Details of the AP	The "hard" activities included in the action package are the "physical" basis for activities supporting CCI enterprises, the development of business infrastructures. Workshops, meetings, co-working activities, joint programs that encourage common, creative ideas need location and technical conditions. The action package therefore partly includes the creation of 'workshops suitable for creation together'. On the other hand, successful CCI market activity is based on the availability of commercial premises suitable for commercial activities ensuring the sale of products. Part of the project will be developed on an incubation basis to support start-up but promising creative CCI economies, offering more favourable conditions than the market. In this, the Creative Shop, which will be renovated in 2021 under



	Stimulart, will play a prominent role (for testing) and will operate as a pop-up shop for a few months in spring/early summer 2021.
List of actions and projects <i>(not all listed items are detailed below)</i>	II.2.1 Assessment of municipal rentals linked to the CCI activity, definition of development needs and recording in a database II.3.2 Development of urban CCI workshop and meeting point (Methodological centre or Mill)

Details of selected actions/ projects:

II.2.1 Assessment of municipal rentals linked to the CCI activity, definition of development needs and recording in a database	
project/action details	Implementation of a technical survey of rentals. Record survey data.
timing	2021 2022
activities and responsibilities	Assessment of the real, market and non-profit usability of municipal rentals.
participants and roles	<ul style="list-style-type: none"> • VV Ltd. • Jászkerület Non-profit Ltd. • Jászberény Municipality
cooperation between public and private actors	The public sector provides a basis for their commercial exploitation by assessing rental land.
resource needs / conditions	Provide the resources necessary for the implementation of the survey.
expected resistance / risks	-

II.2.2 Development of urban CCI workshop and meeting point (Methodological centre or Mill)	
project/action details	Workshops, meetings, co-working activities, joint programs-that encourage common, creative ideas need location and technical conditions. The action package therefore partly includes the creation of 'workshops suitable for creation together'.
timing	from 2022 onwards
activities and responsibilities	<ul style="list-style-type: none"> • creating the physical conditions of co-creation in the right building infrastructure • organisation and management of actions of co-creation
participants and roles	<ul style="list-style-type: none"> • CCI Management • management of the designated facility • organising associations, • Jászkerületi Non-profit Ltd.
cooperation between public and private actors	Participation of creatives who sometimes act as entrepreneurs in actions organised essentially by the non-profit sector.
resource needs / conditions	<ul style="list-style-type: none"> • participants ensure the cost of raw materials • the municipality contributes to the events by providing the creative space
expected resistance / risks	-



4.2.3. Action field III. Expanding the range of services for creative products based on local traditions - CCI and cultural tourism

Action package number	III. 1 Innovative action - Cooperation between CCI subsectors for product (service) development
Objectives that the AP contributes to	<p>STRAT_2. The heritage based creative sector of regional importance is a characteristic feature of the city and the local economy</p> <p>SPEC 2.1 Creative ecosystem based on local traditions</p> <p>STRAT 3. 3. Sustainable CCI (public)institutional and non-profit background as a source of CCI inspiration and creative talent - as part of the local CCI ecosystem</p> <p>SPEC 3.3 Broad and versatile well-coordinated institutional cooperation networks as part of the CCI ecosystem</p> <p>HOR_A.) The CCI and other urban operational/sectoral subsystems operate in a coordinated way in the city;</p>
Details of the AP	<p>The activities of the III. 1 action package motivate CCI creativity and continuous innovation. Stakeholders are CCI businesses and local cultural institutions and the non-profit sector are all involved. In the context of the related actions, the main CCI consumers' needs and satisfaction with products and services are surveyed in a campaign way, and all this is motivated by product and service development.</p> <p>The other content of the action package is to maintain and increase the motivation level of CCI creative people and businesses, to stimulate creative ideas, innovations and activities, thereby facilitating the entry of new, original products into the market.</p> <p>Incentive activities include the organisation of ad-case campaigns, events, forums and the creation and operation of permanent online platforms.</p> <p>The target group is mainly local CCI businesses and creatives, but it is also important to reach out to relevant public sector institutions and non-profit organisations.</p> <p>CCI business success is based on cooperation, which is also expressed in cooperation between different local CCI activities, including brainstorming, professional exchange and co-working. The project focuses on craftsmanship, which can be carried out jointly, in one space by combining several professions and crafts, and can result in a product and product created with the involvement of several professions.</p> <p>CCI enterprises of different genres form the basis of the project and the institutions and non-profit organisations concerned provide the necessary background.</p>
List of actions and projects (not all listed items are detailed below)	<p>III.1.1 Needs assessment and satisfaction measurement actions in all creative areas - tied to events and events</p> <p>III.1.2 Establishing the possibility of co-creation - organization of CCI creatives' days</p> <p>III.1.3 Create a creative library - connect to a Digital Platform and the Creative Shop</p>

Details of selected actions/ projects:

III.1.1 Needs assessment and satisfaction measurement actions in all creative areas - tied to events and events	
project/action details	<p>Any product or service development needs should be paid attention to the assessment of satisfaction, consumer suggestions and needs. Data and information about the age and other characteristics of visitors can be obtained. There is no tradition of this in Jászberény.</p> <p>Tasks related to a project (action) can be linked to an event (e.g. direct surveys linked to festivals, fairs, etc.), but they can also be carried out in a complex way. One module of the Digital Platform (I.2) can be designed for this purpose, connected to the future Jászberény City APP.</p>



	<p>The actions/projects relate to the development of these methods, channels and the processing of information.</p> <p>It is important that the results of the surveys reach the creatives themselves, as this constantly motivate them to develop new types of products, cultural contents and services.</p>
timing	from 2021 onwards in the form of actions (and continuously)
activities and responsibilities	<ul style="list-style-type: none"> • creating an annual calendar of promotions • conducting individual actions (compilation of questions, analysis of results) • communication of results in a comprehensive form to the appropriate target groups
participants and roles	<ul style="list-style-type: none"> • Municipal CCI Coordinator • organisers of programmes and events (in individual cases)
cooperation between public and private actors	Coordinated surveys can be extended to events for business operators who are not dependent on municipal funding.
resource needs / conditions	Resources can be made up on the back of the annual framework for events budgets and CCI coordination.
expected resistance / risks	Resistance may result from the interviewees, but it can be reduced year after year by professional questioning methods and feedback of opinions (with visible results).

III.1.2 Establishing the possibility of co-creation - organization of CCI creatives' days	
project/action details	<p>Occasional but timely CCI creative meetings for local, regional businesses and institutions, non-profit organisations.</p> <p>The meetings should focus on presentations by CCI businesses, on the exchange of information, on getting to know each other's activities, which should encourage both those holding the presentation and the audience. Giving lectures of creative external invitees, getting to know good practices.</p> <p>The action also prioritizes cooperation between CCI sub-sectors by creating new types of products. The content is given by creating opportunities for joint creation, launching joint innovative projects and actions on experimental product developments. The object-making crafts are best suited for this, but cooperation in other areas is also possible. In addition, practical collaborations can be confirmed: marketing and advertising graphics.</p> <p>Exhibitions and events offered by art and creative non-profit organisations can offer such an opportunity if we talk about the cooperation of several art branches.</p>
timing	from 2021 onward
activities and responsibilities	<ul style="list-style-type: none"> • holding the CCI stakeholder circle together • organizing events, moderating, • organizing and inviting guests
participants and roles	<ul style="list-style-type: none"> • Jászberény Municipality • CCI creative enterprises • educational and cultural public institutions • NGOs /associations
cooperation between public and private actors	The public sector can facilitate motivational meetings by providing a location and technical background.



resource needs / conditions	Provide the necessary conditions for meetings.
expected resistance / risks	Possible lack of volunteering.

III.1.3 Editing a creative product directory - linked to the Digital Platform or the Creative Shop	
project/action details	Survey and database of local CCI products. Professional examination of CCCI products in terms of marketability (real needs, solvent target groups) and market driveability (product development potentials, producer capacities, market conditions, etc.). Create a marketable products database.
timing	from 2022 onwards
activities and responsibilities	Coordination, provision of professional knowledge
participants and roles	<ul style="list-style-type: none"> • Jászberény Municipality • City Marketing Working Group • Chamber of Commerce and Industry • Manager Club
cooperation between public and private actors	In the action package, non-profit and public sector organisations provide professional support to start-ups
resource needs / conditions	Providing professional activities, creating a database.
expected resistance / risks	Ensuring the financing of activities is questionable.

Action package III.2	III.2 Cultural events such as CCI products (festivals, fairs, camp) content development / development of a territorial portfolio
Objectives that the AP contributes to	<p>STRAT_4. The city's attendance is increasing through CCI activities developed into quality attractiveness</p> <p>SPEC 4.1 The city offers attractive creative attractions that respond to 21st century needs</p> <p>SPEC 4.2 A network of cultural attractions and creative services at regional level (Jászság) has been set up and is working successfully</p>
Details of the AP	<p>Under the III.2 Action Package, the content of business operable specific JÁSZ cultural events can be developed in three areas: festivals with traditional and innovative content, art camps for traditional education/joint creation, and temporary art exhibitions linked to creative meetings. These CCI's annual event portfolios can be built not only at urban level, but also at regional level.</p> <p>The content of the action package can be made up of events that can be interpreted as market products or attractiveness, as well as their regional offerings.</p> <p>These events are also important channels for direct product sales and local CCI promotion, and contribute significantly to the expansion of Jászberény's cultural tourism offer.</p> <p>In addition to the events that allow CCI products and productions to be combined, knowledge transferors and "integrators" of the CCI ecosystem are able to reach out</p>



	<p>to networks that extend even beyond the region, around whom major professional meetings (symposia, conferences) can be organised.</p> <p>Together, the events, which increase in their thematics and frequency, contribute to the strengthening of the city's professional (heritage-based CCI) and general touristic well-being.</p>
<p>List of actions and projects <i>(not all listed items are detailed below)</i></p>	<p>III.2.1 Re-loading the most significant regional event, the Csángó Fest and using the potentials of other thematic festivals - organized by CCI business actors</p> <p>III.2.2 Creation of CCI CAMP offer package - issuing a portfolio of creative camps, organizing additional thematic CAMPS</p> <p>III.2.3 Organisation of professional symposia and conferences based on local players in the heritage-based CCI ecosystem</p> <p>III.2.4 Stock of events in the Jászág - regional event package</p>

Details of selected actions/ projects:

<p>III.2.1 Re-loading the most significant regional event, the Csángó Fest and using the potentials of other thematic festivals - organized by CCI business actors</p>	
<p>project/action details</p>	<p>2020 has tragically affected the festival industry. This year, however, is an opportunity for the city to think about how to develop its festival offerings into a real tourist resource. Festivals are not an opportunity for one, but typically for several CCI sectors, building on each other's synergies.</p> <p>a.) In Jászberény there is a traditional festival that has been operating for several decades, the Csángó Festival, which is run by the Folklore Cultural Foundation. Although a satisfaction survey has never been conducted, the factors (GAP analysis) that make the event need renewal and changes that strengthen its financial sustainability have been identified. Some of the changes fall within the responsibility of the festival organizers, while the other part falls within the competence of city operation/development. It is necessary to have more intensive communication between the organizers and other CCI actors present in the city, as well as city management/development.</p> <p>Further steps to create a uniform image of vendors, versatility and multiplied attractiveness, the more pronounced appearance of other CCI sectors at the festival, the organisation of events in several locations and the coordination of events.</p> <p>b.) A settlement with such a rich tradition as Jászberény cannot rely on a single urban event. Cultural tourism cannot rely on this. Thematic festivals, which are also viable independently of urban subsidies, enrich the offer. It is essential that the city is open to receiving innovative ideas and also to provide space for external initiatives, as they also strengthen the attractiveness of the city/region.</p> <p>At the same time, it is important that event organisers are open to joint marketing actions and to include them in the city/regional calendar of events and to share costs. This brings mutual benefits to the organizers and the city.</p> <p>c.) In the city, there are unused opportunities that can be linked to local, non-folk traditions. Around the cinematographic and fashion-themed elements of the Hamza heritage, the city could build meetings could serve as a special treat for a people of thematic interests across the country. To do this, however, supporters need to be found.</p>
<p>timing</p>	<p>from 2021 onwards</p>
<p>activities and responsibilities</p>	<p>In the case of the Csángó festival, it is necessary for the organizers to strengthen the intention to change, and to this end contact with potentially affected people is the most important.</p>
<p>participants and roles</p>	<ul style="list-style-type: none"> • CCI Management • Folklore Cultural Foundation • associations of local CCI creators, businesses



	<ul style="list-style-type: none"> • invited artists • Hamza Collection and Jász Gallery • local institutions • regional settlements
cooperation between public and private actors	<p>The Csángo Festival is based on public-private cooperation.</p> <p>The organisers are responsible for the implementation of other thematic festivals, it is necessary for the municipality to cooperate in providing the venue and assisting in the granting of permits.</p>
resource needs / conditions	<p>Different types of festivals and events require different levels of contribution from the municipality.</p> <p>The aim is to increase the ability of events to self-sustain, in addition to the above-mentioned not always expected.</p>
expected resistance / risks	<p>Uncertainty about the provision of initial resources.</p> <p>Lack of cooperation between market-based festivals.</p>

III.2.2 Creation of CCI CAMP offer package - issuing a portfolio of creative camps, organizing additional thematic CAMPS	
project/action details	<p>The city has several cultural / creative camps ('Camp') each year. Their target group and content are different. The offer ranges from the art camp for children to the thematic camps for adults (artists).</p> <p>It is important for existing CAMP's to consider and refresh their operations, to consider their options.</p> <p>It is possible to organise the urban CAMP offer in a supply package thematically, according to the nature of the activity and the target groups.</p> <p>It is also possible to sell the services of the camps on a commercial basis if it represents serious professional content. It is essential to identify needs and to prepare and conduct programs professionally.</p> <p>It is important that additional services (especially accommodation) are also adequate, as only in this case can regional or national/international attractions be targeted.</p> <p>The creation of The Methodological Centre will allow the holding of new creative and educational camps for different age groups. It is worthwhile and important for THE CAMP to be edified as a CCI product through the Tourinform Office and other target group specific marketing tools (local population and other professional groups with specific interests) (VI.1 action package)</p>
timing	from 2022 onward
activities and responsibilities	<ul style="list-style-type: none"> • preliminary task is the creation of a digital platform, the creation of a marketing strategy and the revitalization of the tourinform office • if a new type of offer is introduced, the operation of the Methodological Centre is also a condition
participants and roles	<ul style="list-style-type: none"> • CCI management • Jászkerület Non-profit Ltd. • Hamza Museum • Vision Creators Association • local and invited, as well as external artists and creators applying for the event
cooperation between public and private actors	The design of the packages is based on public-private cooperation.



resource needs / conditions	The task of organising the Camp in packages is the responsibility of Tourinform Individual camp developments are the responsibility of the operators (sources can be of varied origin - the importance of market sales increases)
expected resistance / risks	Uncertainty about the provision of resources. The development intentions for the specific offer are not of an even strength.

III.2.3 Organisation of professional symposia and conferences based on local players in the heritage-based CCI ecosystem

project/action details	Jászberény's CCI strategy builds on the complex ecosystem model of the cultural and creative economy. Based on tradition, the CCI has institutions and experts in theoretical and practical knowledge transfer (Folklore Cultural Foundation, Jász Museum, Hamza Collection, and in the future the CCI Methodological Centre. Local creative activities (dance, fine arts, traditionalism, etc.) usually have an institutional/organisational relationship organised into national networks, which can be mobilised in the event of a professional symposium or even national conferences. Jászberény wants to be the regional centre of the traditional CCI, to this end it must further strengthen its credibility in the transfer of knowledge and in initiating professional debates and discourses. The prerequisite for conferences is an adequate infrastructure, which the Mill Conference and Event Centre can provide in the city centre. It is also important that accommodation facilities are suitable for events.
timing	from 2023 onwards
activities and responsibilities	<ul style="list-style-type: none"> • theme selection • organisation and conduct of conferences/workshops • ensuring the press public • use of results in city marketing
participants and roles	<ul style="list-style-type: none"> • CCI Management • knowledge transfer CCI actors in the city (Folklore Cultural Foundation, Jász Museum, Hamza Collection, and future CCI Methodological Center) • national professional networks
cooperation between public and private actors	Public sector actors are themselves knowledge transferers who use the business services of professional event organisers.
resource needs / conditions	prerequisite is the implementation of the Mill Conference and Event Centre strengthening knowledge transferers and increasing their risk-taking capacity establishment and strengthening of the CCI Methodological Centre
expected resistance / risks	Local CCI knowledge transferers are risk-aversous and difficult to be involved in the organisation of larger-cut events. For the first events of this kind, funding must be secure. The organisation of conferences is costly and the target group typically does not have a strong solvency

III.2.4 Stock of events in the Jászság - regional event package

project/action details	As with the III.1.3 Creative Product Library project, it is important that the cultural coordinator can keep up to date with the development of supply at regional level. The event library is a reference point, as local cultural consumption at the level of individuals can be planned in advance. The event library greatly facilitates the promotion of regional offerings in the city and its region, regardless of whether they are initiated by private or public actors.
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	The creation of the event library is an output of the Digital Platform.
timing	2021
activities and responsibilities	compilation of a database of programme offerings thematic and timely settlement of supply
participants and roles	CCI actors providing a programme offer from the area of Jászszág CCI Management Tourinform Office
cooperation between public and private actors	Business operators contribute to the compilation of programme offerings (portfolios) by reporting
resource needs / conditions	The cost of cci management's data acquisition and sorting activities.
expected resistance / risks	Business operators are less prepared to share information in order to become part of an urban package.

4.2.4. Action field IV. Strengthening the visibility of CCI products services - support market access

Action package IV.1	IV.1 Strengthening the direct visibility of local cultural products and CCI services - regional CCI brand building
Objectives that the AP contributes to	<p>STRAT 1. Growing share of the cultural and creative sector (CCI) in Jászberény's local economy - stimulating force in the growth and transformation of local economy</p> <p>SPEC 1.1 The CCI, as an economic sector, is known and acknowledged</p> <p>SPEC 3.1 The operational results of cultural institutions/organisations are widely visible and help to sensitisation of the population to CCI</p> <p>STRAT_4. The city's attendance is increasing through CCI activities developed into quality attractiveness</p> <p>SPEC 4.1 The city offers attractive creative attractions that respond to 21st century needs</p> <p>SPEC 4.2 A network of cultural attractions and creative services at regional level (Jászszág) has been set up and is working successfully</p>
Details of the AP	<p>The action package promotes CCI products and activities by enhancing the direct visibility of local cultural products and CCI services.</p> <p>Active CCI support activities can be used to predict the emergence of local and regional creative products, the emergence of new, innovative, well-marketable local products, while their "visibility" is essential for the business success.</p> <p>As part of the action package, traditional and on-line methods serve to achieve the goal, adapted to the functioning of specific CCI activities and sub-sectors. Ultimately, the action package also serves to "meet" local and external investors who see business opportunities in CCI products and CCI creatives.</p> <p>The action package includes the comprehensive design, construction and development of the Jászszág regional cultural and creative and tourism brand in order for local creatives' CCI products to find their solvent target groups and to connect to larger markets. Local demand is also important, but business success is an essential part of reaching external markets, which requires the creation of a clear and professionally crafted "message", the Jászszág CCI brand.</p> <p>Brand building therefore goes beyond the construction of the CCI as an economic sector and is an important project of the strategy. The key element of brand building related to the Stimulart project is linked to the Creative Shop as a pilot project, which sets high quality parameters for local CCI products.</p>



<p>List of actions and projects <i>(not all listed items are detailed below)</i></p>	<p>IV.1.1 Product group specific CCI marketing actions - product presentations, fairs, use of target group specific marketing tools - presentation of annual CCI innovations</p> <p>IV.1.2 Developing and broadening the Creative Shop website - connecting database to the Digital Platform</p> <p>IV. 1.3 Designing the regional CCI BRAND starting from the Creative Shop</p> <p>Further project ideas (not detailed below):</p> <p>IV.1.4. Yearly repeated PR campaign - presentation of CCI creators,</p> <p>IV.1.5. Displaying street digital boards for CCI marketing (See: action field V.)</p> <p>IV.1.6. Targeted, demand-based program and product ads on a city app</p> <p>The implementation of project 5 and 6 requires the creation of a digital platform where programmes shared by CCI actors are "collected" and processed. The information content is forwarded to the different target groups.</p>
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Details of selected actions/ projects:

IV.1.1 Product group specific CCI marketing actions - product presentations, fairs, use of target group specific marketing tools - presentation of annual CCI innovations	
project/action details	<p>It is important that the development results of CCI product innovations in a year are shared with a wider audience and market intermediaries. This is provided by product demonstrations (at least once a year) and fairs, which serve this purpose directly or are part of some major community/cultural movement.</p> <p>The advantage of the latter is that the annual innovative results of the local CCI can be shown to a larger audience (direct consumers and intermediaries).</p> <p>It is important that any local creative actor can apply, but a preliminary professional filter must go through the product or product group that is being represented.</p> <p>Creative Night in 2020 was such an event. At the same time, its content requires further development and refinement.</p> <p>However, the Christmas market and festival-related markets are still best suited for the "mass" sale of CCI products.</p>
timing	CCI product presentation and fair annually in the second half of the summer, preferably linked to some cultural and community event.
activities and responsibilities	<ul style="list-style-type: none"> • organisation of an event (linked or separate) • target group marketing • event management • follow-up (press) • satisfaction measurement - evaluation
participants and roles	<ul style="list-style-type: none"> • CCI coordination manager / organisation • associations/organisations with CCI actors (joint appearance advocacy) • custom exhibitors • Press
cooperation between public and private actors	The annual creative product promotion event is coordinated by the CCI/ cultural manager, but is organised in a joint way with the city's CCI market participants
resource needs / conditions	The event will initially take place with the participation of the municipality and then in the joint financing of the CCI actors developing into the cluster. At the same time, because it provides a highly effective marketing interface, the return is guaranteed.



expected resistance / risks	No resistance to the events is expected, as the event will bring benefits to all CCI actors. Incorporating a quality filter can create revulsion from creative creators.
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IV.1.2 Developing and broadening the Creative Shop website - connecting database to the Digital Platform

project/action details	<p>The Stimulart project is producing the Creative Shop (See: IV.2.1 project). This activity will include the shop website, which complements the on-site selling with on-line selling possibility. Besides it also offers knowledge and news on the cultural traditions of the region and the creative people and activities linked to the local heritage.</p> <p>The website is also one of the main marketing interfaces of the local CCI. The website allows you to present the entire product portfolio and contact qualified creators. (see project III.1.3)</p> <p>The website has a versatile way to accommodate further improvements. This may include the presentation of attractions and the thematic (local traditions) programmes of the whole of Jászszág, and additional programme options e.g. detailed info on the offer of CAMPs.</p> <p>The information of the website may be shaped and developed based on the CCI Digital Platform contents to avoid creating parallel databases.</p>
timing	from 2021 onwards
activities and responsibilities	<ul style="list-style-type: none"> • creation and launch of the website (Stimulart) • improving the content of the website, displaying texts in at least two languages (English, English) (Stimulart) • development of the content of the website to be developed outside the Stimulart project • channeling specific data content (programs, contacts, etc.) from the Digital Platform database
participants and roles	<ul style="list-style-type: none"> • CCI Management • Creative Bolt Coordinators (Jászkerület Non-profit ltd.) • Digital Platform managers • website developers • CCI creators and businesses appearing on the website
cooperation between public and private actors	<p>Jászkerület Non-profit Ltd. is involved in the development of the website.</p> <p>The content and image of the website will be further developed with the involvement of bolt's suppliers.</p>
resource needs / conditions	<p>The basic development of the website is the task of the Stimulart project.</p> <p>The costs of further development and enlargement can be integrated into the shared costs and due to the Digital Platform, are already settled in the municipality</p>
expected resistance / risks	Any failure of the basic version of the website does not motivate further development.

IV. 1.3 Designing the regional CCI BRAND starting from the Creative Shop

project/action details	Branding is loaded with content with the widest possible involvement of local actors, including CCI creative individuals and businesses. This not only generates innovative ideas, but also ensures and underpins the local acceptance of the brand, which is the basis for successful regional marketing activities.
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	<p>A tool for generating and gathering local creative ideas is the idea contest to be published by CCI management. A tool for generating and gathering local creative ideas is the idea contest to be published by CCI management.</p> <p>During the idea contest, suggestions can be made for the brand name, content, logo, other visual and other appearances, marketing elements and promotional channels of the brand introduction, etc.</p> <p>Overall design, development of internet channels, processing, evaluation of ideas, setting up an evaluation and decision-making group with the involvement of external actors are the spets related to the Jászszág brand.</p> <p>Preparation of an action plan for the development of a regional CCI brand with the broad involvement of creative actors.</p>
timing	2022-2025
activities and responsibilities	Generating ideas, organising the competition, decision-making, publication of results, exploitation of results.
participants and roles	<ul style="list-style-type: none"> • CCI management, members of the CCI cluster: • Cultural and educational institutions • NGOs, associations • Creative artists • Local and regional enterprises in the CCI and other sectors • City Marketing Working Group • Chamber of Commerce and Industry • Manager Club
cooperation between public and private actors	The public sector provides background conditions and management and moderates processes
resource needs / conditions	Provide back-end infrastructure and organizational system.
expected resistance / risks	In the case of an idea contest not properly introduced, there is no interest, ideas of inadequate professional quality.

Action package IV.2	IV.2 Developing local markets and sales opportunities - off and online
Objectives that the AP contributes to	<p>STRAT 2. The heritage based creative sector of regional importance is a characteristic feature of the city and the local economy</p> <p>SPEC 2.3 Dynamic product portfolio expanding and transforming / efficient market access</p> <p>SPEC 4.1 The city offers attractive creative attractions that respond to 21st century needs</p> <p>HOR A.)The CCI and other urban operational/sectoral subsystems operate in a coordinated way in the city</p> <p>HOR B.) Infrastructure and asset management of CCI activities effectively support sustainable operation</p>
Details of the AP	<p>The action package is aimed at selling local CCI products locally. Currently, the possibilities for this are very limited for a number of reasons: local demand is relatively weak, CCI products are not known, they are low, CCI companies do not have sales locations, and they do not have the knowledge to create such sites.</p> <p>Creative Shop is the key project of the CCI strategy in the action package, which is also the Stimulart pilot project.</p> <p>The aim is to provide local consumers with a rich, attractive range of direct sales channels and to encourage them to buy. The same applies to the target groups of</p>



	regional tourism, which may appear as extra demand for CCI companies, if they manage to address them, to deliver the products to them.
List of actions and projects (<i>not all listed items are detailed below</i>)	V.2.1 Launching the Creative Shop - Stimulart pilot project

Details of selected actions/ projects:

IV.1.2 Launching the Creative Shop - Stimulart pilot project (see: Chapter 5. (Key project))	
project/action details	Create a creative shop - room design, infrastructure Create a legal, organizational, and personal background. Involve a portfolio of local CCI businesses, create a shop partner and supply range
timing	2021
activities and responsibilities	As described in the Stimulart project, the implementation of the store
participants and roles	<ul style="list-style-type: none"> • Stimulart project management • Jászkerület Non-profit ltd. • Jászberény Municipality • CCI Management • local CCI businesses
cooperation between public and private actors	The public sector provides background conditions and management, and the CCI organises an entrepreneurial partnership.
resource needs / conditions	Stimulart provides resources for shop creation.
expected resistance / risks	Addressing local demand properly, mobilising CCI businesses.



4.2.5. Action field V. CCI background infrastructure and asset development

Action package V.1	V.1 Renewal and modernisation of urban facilities in the cultural sector (smart building operation)
Objectives that the AP contributes to	<p>HOR B.) Infrastructure and asset management of CCI activities effectively support sustainable operation</p> <p>STRAT 3. Sustainable CCI (public) institutional and non-profit background as a source of CCI inspiration and creative talent - as part of the local CCI ecosystem</p> <p>SPEC 3.2 Sustainable CCI (public) institutional operation is ensured</p> <p>STRAT 4. The city's attendance is increasing through CCI activities developed into quality attractiveness</p> <p>SPEC 4.1 The city offers attractive creative attractions that respond to 21st century needs</p>
Details of the AP	<p>The V.1 action package focuses on the renewal and modernisation of urban facilities in the energy sector. An important intervention is the functional reconsideration of the installation stock (in the framework of urban real estate management - ITS task) and the making of certain buildings suitable for community function and CCI events. The renewal of building infrastructures with cultural functions in energy, building operation and aesthetic aspects is a projectable task for several infrastructures. The implementation of the multifunctional Mill Event and Conference Centre remains a priority objective and is considered a key project by the CCI strategy. This can replace some outdated municipally owned buildings, relocate some functions (e.g. Hamza Museum), streamline the use of space for functions and create new creative, exhibition spaces as the most important result for the CCI, allowing CCI actors to meet each other as well as with consumers and market partners. Another priority development is the development of the Methodology Centre infrastructure. The action package includes all specific infrastructure developments affecting the cultural and creative economy and its back-end institutions.</p> <p>The creation of a Tourinform office serves market access and efficient business operation of CCI products.</p>
List of actions and projects <i>(not all listed items are detailed below)</i>	<p>V.1.1. Preparation of an CCI property management plan</p> <p>V.1.2 Mill Conference and Event Centre</p> <p>V.1.3 Developing the Methodology Center (Eördögh-ház) infrastructure</p> <p>V.1.4 Complete renewal of CCI building infrastructure (infrastructure and assets) (with sub-projects)</p> <p>a.) Déryné Event House functional and aesthetic renewal, b.) Complete interior and exterior renovation of the Jász museum c.) Replacement of Hamza Collection infrastructure or refurbishment, d.) Renovation and expansion of the Lehel Film Theatre towards the Mill, e.) Renewal of the City Library, f.) Functional renewal of phoenix workshop building, g.) Complete renovation of the Youth House</p> <p>V.1.5 Development of a Tourinform office in the city centre</p>

Details of selected actions/ projects:

V.1.1 Preparation of an CCI property management plan	
project/action details	<p>As part of the city's Urban Integrated Development Strategy, it will consider its management ideas for its municipally owned infrastructure (sale, purchase, replacement, merger, etc.). A significant part of the real estate assets are the buildings of the CCI institutions, in particular the facilities under the management of Jászkerület Non-profit Ltd.</p> <p>As the content of the project, given the development perspectives of the CCI, the urban CCI's real estate development plans will be considered and recorded.</p>



	In addition to the possibilities of other properties, the plans for each building should be considered in a coordinated way, as the creation of a new infrastructure (Mill) can replace outdated and otherwise saleable buildings.
timing	until 2022
activities and responsibilities	ITS preparation including the creation of a property management plan as part of (annex) to the property management plan, the reconsideration and planning of the use of CCI-exploited properties over a strategic time-period
participants and roles	Jászberény Municipality
cooperation between public and private actors	Planning is carried out by the public sector, but takes into account the needs of the CCI business sector, in particular start-ups, for affordable rentals
resource needs / conditions	the creation of the plan requires a municipal own resource
expected resistance / risks	the daily lack of resources requires the installation of forced steps by the municipality (this is strongly capable of influencing perspective planning)

V.1.2 Construction of the Mill Conference and Event Centre	
project/action details	<p>The implementation of the multifunctional Mill Event and Conference Centre is also considered a key project by the CCI strategy.</p> <p>The facility is planned to make way for the Creative Bolt implemented under the Stimulart project and a number of functions will be placed here, the combined presence (synergies) of which will effectively promote the strategically based and organic development of cultural economy in the Jászság region.</p> <p>Some outdated municipally owned buildings can be replaced by the Mill, some functions can be resettling (e.g. Hamza Museum), the use of space for functions can be streamlined and new creative, exhibition spaces (suitable for introduction) are created as the most important result for the CCI. These also allow CCI actors to meet among themselves and with consumers and market partners.</p>
timing	till 2022
activities and responsibilities	<ul style="list-style-type: none"> • legal situation • completion of the investment • preparation of the business plan of the complex • development of cooperation in the field of operation
participants and roles	<ul style="list-style-type: none"> • Jászberény Municipality (as owner) • Jászkerület non-profit Ltd. (as operator) • partners involved in operation/operation
cooperation between public and private actors	The city-owned and operated object fulfills business and public functions. As a tenant, business partners are involved in the operation of certain sub-functions (e.g. buffet).
resource needs / conditions	Resources are in principle available with end-2022 use.
expected resistance / risks	<p>If the legal situation is not resolved in time, the project will not be implemented, the source will be repaid. The project will be frozen for years.</p> <p>There is a possibility that if this happens, one of the local businesses with capital will buy and exploit the building complex.</p>



V.1.3 Developing the Methodology Center (Eördögh-ház) infrastructure	
project/action details	<p>The Creative Methodological Centre can play a key role in the perspective development of heritage-based CCI not only at local level, but also with a regional range of attractions.</p> <p>While the centre serves to transfer practical knowledge, it can be attractive in itself (for visitors for tourist purposes) or even attract visitors who want to learn from abroad by camping (camp style).</p> <p>The project aims to create the site (Eördögh house). The location already planned is suitable for a wide range of activities, and plans include expanding the educational opportunities and creating opportunities for several craft activities.</p>
timing	2023
activities and responsibilities	<ul style="list-style-type: none"> • planning (done) • tender (not yet successful) • investment • business planning
participants and roles	Jászberény Municipality
cooperation between public and private actors	Cooperation between the two spheres becomes important during the period of operation and maintenance, since the activities of public culture and business can be interpreted together in the facility as planned
resource needs / conditions	<ul style="list-style-type: none"> • application resources • self-governmental power • possibly a business partner
expected resistance / risks	Decision-makers do not sufficiently assess the methodological centre's role and potential in the CCI ecosystem and therefore does not place enough emphasis on its implementation, despite the status of a key project.

V.1.4 Complete renewal of CCI building infrastructure (infrastructure and assets) (with sub-projects)	
project/action details	<p>The framework of the project includes all specific infrastructure developments affecting the cultural and creative economy and its background institutions. The content takes into account the CCI real estate development plan considered in the framework of V.1.1.</p> <p>Subprojects</p> <p>a.) Déryné Event house functional and aesthetic renewal: roof repair, repair of stairs, cleanliness painting, renovation of washroom, window change, development of sidebar kitchen, installation of elevator</p> <p>b.) Complete interior and exterior renovation of the Jász museum</p> <ul style="list-style-type: none"> • Complete exterior façade renovation of the building unit of the Jász Museum • Complete interior renovation of the historic building of the Jász Museum • Purchase of new storage shelving for collection warehouse • Purchase of modern storage cabinets (textile cabinet, map cabinet, photo cabinet) • Design of a photo lab in the collection warehouse for quality photography of artefacts <p>obtaining a server for the storage of digitized works of art</p> <p>c.) Replacement or refurbishment of the infrastructure of the Hamza Museum at its current location: If the museum remains in its current location, it is absolutely</p>



	<p>necessary to maintain and repair the building in greater volume (e.g. to remove cracks due to heavy truck traffic or to eliminate the temporary watering down of the cellar, which would involve a new site within the building in their programmes).</p> <p>d.) Renovation and expansion of The Lehel Film Theatre towards the Mill: Renovation of the heating system of the Lehel Film-Theatre, replacement of seats, modernization of lighting</p> <p>e.) City Library: Building development: the building of the library was delivered 15 years ago and no major maintenance has taken place since then. Construction errors and age defects appeared. Complex development of the library building is necessary: roof maintenance, complete replacement of windows, electrical network development, painting and white-brushing, replacing taps, water blocks, replacing air conditioning system, replacing the battery with uninterruptable power supply.</p> <p>f.) Renewal of Főnix workshop building: roof replacement, window replacement, heating upgrade</p> <p>g.) Complete renovation of the Youth House: window replacement, roof repair, floor change, cleanliness painting, bathroom renovation, heating upgrade</p>
timing	2021-2030
activities and responsibilities	<ul style="list-style-type: none"> • prioritising interventions • conscious interrelated planning of renewals and transformations • implementation of interventions
participants and roles	<ul style="list-style-type: none"> • Jászberény Municipality ; • institutions concerned
cooperation between public and private actors	Assessing realistic development needs, planning, financing and complicating construction.
resource needs / conditions	<ul style="list-style-type: none"> • municipal development resources • sources of applications • own revenues • funds from donors (local companies!)
expected resistance / risks	Tender and other public sector, e.g. municipal resources

V.1.5 Development of a Tourinform office in the city centre	
project/action details	<p>In the context of aiming at coordination at city level as part of the I.2.Action Package, it is important to highlight the importance of organizing CCI products and attractions into tourist attractions In the context of The I.2. coordination at city level as part of the Action Package, it is important to highlight the importance of the development of CCI products and attractions into tourist attractions (see: III.2 Action Package). In this connection, the need for coordination at regional level is also being put in question.</p> <p>The organization of tourism activities and the need for proper provision of publicity justify the re creation of an office where the results of the successful organisational work behind meet visitors and regional residents.</p> <p>The location of the facility, called the Tourinform Office (work title), is not yet clear, but it is necessary to place it in the city centre.</p>
timing	2021-2022
activities and responsibilities	<ul style="list-style-type: none"> • creation of the back-end organisation (or its current reinforcement within the Jász district) within the I.2 action package



	<ul style="list-style-type: none"> • selecting and preparing the location to accommodate the function • image plan (in line with city marketing activities (I.3)) • implementation • development of an operational plan
participants and roles	<ul style="list-style-type: none"> • Jászberény City Government - city management / CCI management and /or city marketing coordination • Jászkerület Non-profit Ltd.
cooperation between public and private actors	In the creation of the Office, the private sector, as the actor who carried out the execution, appears
resource needs / conditions	The resources needed to set up the office are mainly from the budget of the Municipality and the organisation coordinating the tourism sector possible application resources are available, joint financing of CCI and tourism operators.
expected resistance / risks	If the coordinated creation of the tourism sector, which is partly based on CCI products, and the operation of many actors is not perspective, the creation of an office makes no sense Creating the conditions for background operation (coordinated, well-organised cooperation of local and regional actors) is a prerequisite!

Action package V.2	V.2. Sustainable use of urban public spaces/green spaces for community development
Objectives that the AP contributes to	<p>SPEC 1.2 Favourable business building conditions (local start-ups, settling creative companies)</p> <p>SPEC 2.1 Creative ecosystem based on local traditions</p> <p>SPEC 4.3 Advanced support background services available in the city</p> <p>HOR B.) Infrastructure and asset management of CCI activities effectively support sustainable operation</p>
Details of the AP	<p>The V.2 action package includes the sustainable use of urban public spaces/green spaces for CCI purposes. The use of urban public spaces, in particular green spaces, for community development is an important element of the strategy in several respects and requires cooperation between the city (municipality) and programme organisers (institution, no-profit organisations) and local businesses (hospitality). The related actions are the provision of technical conditions for the organisation of urban outdoor events and CCI programmes and the restoration to normal operation.</p> <p>The city's public areas are also used on a daily basis by those who are not necessarily interested in various thematic events or exhibitions, shows, fairs, etc. They are particularly suited to events and permanent platforms related to public spaces.</p>
List of actions and projects (not all listed items are detailed below)	V.2.1 Provide technical background conditions for regular outdoor community events in high-profile public areas



Details of selected actions/ projects:

V.2.1 Provide technical background conditions for regular outdoor community events in high-profile public areas	
project/action details	<p>According to the public survey, there would be a greater demand for outdoor events, community events (even outside large events, for the general public). The project is about ensuring technical conditions for one or more days and more durable use of space in the priority locations of the Jászberény city centre.</p> <p>Uses</p> <ul style="list-style-type: none"> • community-building actions of associations for small groups (lower electricity demand, possibly water and lysk) • events (one or more days) (significant electricity demand, water and lys) according to existing practice • longer-lasting presence - street outdoor exhibitions (screens insurance - lower electrical energy demand) <p>Locations concerned taking into account the needs of a representative population survey (2020)</p> <ul style="list-style-type: none"> • Margaret Island (community events) • Conselve park (community events for young people) • Zagyva promenade (exhibitions) • András Holló Street - Park on Bath Street (street events, with more powerful utility and the presence of hosts) <p>The locations can obviously be used in combination functionally separately at a time or time.</p>
timing	From 2021 onwards, improvements as needed
activities and responsibilities	<ul style="list-style-type: none"> • space usage control • creating a system of space use
participants and roles	Jászberény Municipality
cooperation between public and private actors	The events can be held by both public and private actors, but cooperation between the organizers and VVzrt. with the coordination of the municipality is important in restoring public spaces to their original state.
resource needs / conditions	The necessary improvements are covered by the municipal budget, but in the case of market participants, the costs are reimbursed by a land use fee.
expected resistance / risks	<p>Lack of cooperation of VV Zrt.</p> <p>There are several good examples of companies responsible for maintaining public land doing the cleaning task free of charge for major urban programmes (attracting many visitors).</p>

Action package V.3	V. 3 Provide smart apps with unique device requirements
Objectives that the AP contributes to	<p>SPEC 1.2 Favourable business building conditions (local start-ups, settling creative companies)</p> <p>SPEC 3.2 Sustainable CCI (public) institutional operation is ensured</p> <p>SPEC 4.3 Advanced support background services available in the city</p> <p>HOR B.) Infrastructure and asset management of CCI activities effectively support sustainable operation</p>



<p>Details of the AP</p>	<p>The projects are linked to the content of the I.2 action package, which focuses on the networking of CCI actors.</p> <p>The action package joins the smart city concept of the city, if the city is ready to create it (the issue can also be addressed within ITS). In all cases, developments in the Stimulart project support smart applications that meet the technological expectations of the time, so it is necessary to create their device needs within the framework of the project. It is necessary to operate such devices at the locations of contact and communication of information with CCI consumers (municipality, public cultural sites - library, cinema, other community places).</p> <p>The V.3 action package includes the acquisition of tools for providing unique device requirements (workstations) for smart applications and data storage, and related system development. This category also includes device enhancements that can display processed information related to smart solutions. The package also includes the necessary TRAININGS to enable staff to use skill-level IT tools and software (see CCI platform).</p>
<p>List of actions and projects <i>(not all listed items are detailed below)</i></p>	<p>V.3.1 Providing the IT background and asset development needed to run the CCI management digital platform</p> <p>V.3.2 Ensuring the necessary IT background and asset development of CCI partner institutions</p> <p>V.3.3 Training for institutional and entrepreneurial partners to manage the use of IT tools on a daily basis</p>

Details of selected actions/ projects:

<p>V.3.1 Providing the IT background and asset development needed to run the CCI management digital platform</p>	
<p>project/action details</p>	<p>The creation and operation of the CCI digital platform, which allows for the multifaceted use specified in the 1.2 action package, has a significant IT asset. In the project, needs are surveyed, procured and installed at the headquarters of CCI management. In the project, hardware and software that enable data storage and management are installed and maintained.</p> <p>In this project we also find the purchase and installation of communication interfaces (damage-proof digital public space signs) to reach the public. It is important that the information content of the public part of the digital database (platform) (programs, service providers in the CCI) is available to anyone on public land.</p>
<p>timing</p>	<p>from 2021 continuous</p>
<p>activities and responsibilities</p>	<p>determining asset requirements Purchase deploying software Maintenance</p>
<p>participants and roles</p>	<p>Municipality of Jászberény - CCI Management experts in charge of the maintenance of assets</p>
<p>cooperation between public and private actors</p>	<p>The development of tools for the public sector is to support the more efficient functioning and development of the local CCI economy.</p>
<p>resource needs / conditions</p>	<p>Ensure resource requirements for asset development</p>
<p>expected resistance / risks</p>	<p>Tender financing for smart municipal developments is uncertain. Some experimental developments favour linking to centralised municipal databases. Privacy risks are easy to manage.</p>



V.3.2 Ensuring the necessary IT background and asset development of CCI partner institutions	
project/action details	The creation and operation of the CCI digital platform is a major IT tool for all actors in the CCI ecosystem. In the project, institutional needs are surveyed, procured and installed in institutional headquarters. In the project, hardware and software that allow data transfer and sometimes display are installed and maintained.
timing	from 2021 continuously
activities and responsibilities	Define asset requirements.
participants and roles	Jászberény Municipality public sector cultural and educational institutions
cooperation between public and private actors	The development of tools for the public sector is to support the more efficient functioning and development of the local CCI economy.
resource needs / conditions	Ensure resource requirements for asset development.
expected resistance / risks	Privacy risks are easy to manage

V.3.3 Training for institutional and entrepreneurial partners to manage the use of IT tools on a daily basis	
project/action details	The assessment of the usefulness of the CCI digital platform and the assessment of the benefit of connectivity is not self-evident. There may be problems with the way in which data is processed in relation to the output benefits of the actors. At the same time, the most important obstacles are the day-to-day management of data management, which enables the efficient and win-win use of the data platform. Within the framework of the action, the necessary knowledge is provided to the reporting actors in a campaign-like and continuous way. Without it, the platform cannot succeed and it may take longer to reach a critical number of continuous information providers. Training and consultation facilities provide institutional and entrepreneurial partners with reliable structured information and practical knowledge on the day-to-day management of CCI platform software.
timing	from 2021 continuous
activities and responsibilities	<ul style="list-style-type: none"> • assessment of needs • organisation and management of campaigns and training • providing a continuous mentoring background • annual presentation of results
participants and roles	<ul style="list-style-type: none"> • CCI management • technical staff of the digital platform • output editorial of the platform's information content • platform data providers
cooperation between public and private actors	Continued cooperation between the municipality and the system's maintainers on the basis of a contract.
resource needs / conditions	initially municipality the digital platform can become self-sustaining in the future.



expected resistance / risks	low interest mistrust (political reasons - data acquisition, etc.) counter-interest platforming efforts
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4.2.6. Action field VI. Development of CCI background and support services

The functional actors of the CCI ecosystem, which appear as non-economic actors, are embodied in Jászberény by institutions and organizations with a high reputation and professional background. Their task is to preserve tradition, preserve value, public culture, transfer value, education, dissemination of knowledge, on which creative value creation can be based. In Jászberény, the main focus of the strategy is on creative needs based on tradition, with the development of background and support (public) services as a priority area of intervention.

Action package VI.1	VI.1 Strengthening the sustainability of cultural institutions and developing products and services-based based on cooperation
Objectives that the AP contributes to	<p>1.3 Strong clustering processes, building a local CCI ecosystem</p> <p>1.4 Regular, innovation-driven cross-CCI subsector collaborations</p> <p>STRAT 3. Sustainable CCI (public)institutional and non-profit background as a source of CCI inspiration and creative talent - as part of the local CCI ecosystem</p> <p>SPEC 3.3 Broad and versatile well-coordinated institutional cooperation networks as part of the CCI ecosystem</p> <p>HOR A.)The CCI and other urban operational/sectoral subsystems operate in a coordinated way in the city</p>
Details of the AP	<p>The VI.1 action package aims to promote cooperation between cultural institutions and local creatives. Actions are the coordination of activities in cases where knowledge transfer or the creation of marketable products within an institutional framework or the promotion of market access are involved. This includes the creation of a whole new type of services with regional or regional attractiveness, e.g. renewal of traditional local exhibitions (permanent, temporary) by increasing its attractiveness (in institutional and CCI creative cooperation).</p> <p>Regular communication, exchange of information and knowledge sharing between cultural public institutions and local, regional CCI businesses are the basis for the success of the Stimulart project and the successful operation of the CCI economy. The aim is to support this, to institutionalisation and to motivate the actors to work together and to build relationships.</p> <p>In the strategic framework of the CCI, a methodological centre will be set up in Jászberény. Here it will be possible, in particular, to engage in craft activities, to transfer basic knowledge and to create creative crafts, with the professional involvement of specialised institutions.</p>
List of actions and projects (not all listed items are detailed below)	<p>VI. 1.1 Developing the CCI Methodology Center</p> <p>Other project ideas:</p> <p>VI.1.2 The renewal of the local permanent exhibition(s) involving local creative creators</p>

Details of selected actions/ projects:

VI. 1.1 Developing the CCI Methodology Center	
project/action details	<p>Development of the CCI Methodological Center based on CCI traditions in the Eördögh House building complex. The project includes the creation of the necessary infrastructure, equipment, and professional background.</p> <p>The centre's success is to develop and operate channels of regular communication within the local CCI ecosystem. Its professional content is the management of</p>



	<p>various methods of knowledge transfer: presentations, craft courses, other CCI workshops with the involvement of cultural public institutions.</p> <p>The Camp system of knowledge transfer as a resource-acquiring activity.</p> <p>Knowledge transfer of public sector professional organisations and institutions to CCI enterprises.</p>
timing	2023-2024
activities and responsibilities	<ul style="list-style-type: none"> • Design • Funding • Implementation • business plan • operation / professional management
participants and roles	<ul style="list-style-type: none"> • Jászkerület Non-profit Ltd. • Jászberény Municipality
cooperation between public and private actors	<p>CCI Management</p> <p>public sector cultural and educational institutions</p> <p>CCI businesses, NGOs</p>
resource needs / conditions	<p>financial resources are provided by tenders</p> <p>maintenance costs in mixed financing (aid and market revenues)</p>
expected resistance / risks	In the case of insufficient marketing, market activities do not sufficiently support sustainability.

Action package VI.2	VI.2 Sensitisation to creative activities and their potential among young people, preparing next generation CCI professionals
Objectives that the AP contributes to	<p>SPEC 1.1 The CCI, as an economic sector, is known and acknowledged</p> <p>STRAT 2. The heritage based creative sector of regional importance is a characteristic feature of the city and the local economy</p> <p>SPEC 2.1 Creative ecosystem based on local traditions</p> <p>STRAT 3. Sustainable CCI (public)institutional and non-profit background as a source of CCI inspiration and creative talent - as part of the local CCI ecosystem</p> <p>SPEC 3.1 The operational results of cultural institutions/organisations are widely visible and help to sensitisation of the population to CCI</p> <p>SPEC 4.1 The city offers attractive creative attractions that respond to 21st century needs</p> <p>HOR A.)The CCI and other urban operational/sectoral subsystems operate in a coordinated way in the city</p>
Details of the AP	<p>The action package focuses on the special but important target group in the CCI area, YOUNG PEOPLE. They can create the basis for the future CCI economy (creators, entrepreneurs, consumers) and therefore their increased sensitisation and entry into the programme is essential. Local educational institutions have a special role to play in this process, but the involvement of cultural institutions and relevant NGOs is also important. On the part of educational institutions, skills, while on the part of civilians and CCI management, sensitization and the development of targeted programmes are expected.</p> <p>The action package includes the organisation of workshops and the conduct of targeted thematic campaigns aimed at young people, according to their needs and interests.</p>



	<p>During art classes and occupations, special attention should be paid to learning about local CCI activities and the artistic values of The Arts, meeting and developing partnerships with local CCI creatives and successful businesses.</p> <p>The training of the new generation of CCI specialists can be carried out in cooperation with the Campus of Eszterházy Károly University, based in Eger.</p>
List of actions and projects <i>(not all listed items are detailed below)</i>	<p>VI.2.1 Organisation of youth sensitisation events for CCI</p> <p>VI.2.2 Creation and dissemination of presentation material to demonstrate the local CCI potential in school education</p> <p>VI.2.3 Organisation of training for CCI institutions on the basics of talent management</p>

Details of selected actions/ projects:

VI.2.1 Organisation of youth sensitisation events for CCI	
project/action details	<p>Develop engaging content that appeals to young people and shows local CCI values and opportunities.</p> <p>Organizing CCI events for young people, creating face-to-face meetings with local CCI creatives, creating conversations, craft circles for young people at events, etc.</p>
timing	from 2022 continuously
activities and responsibilities	Compilation of thematic content, organization of events
participants and roles	<ul style="list-style-type: none"> • CCI Management • public sector cultural and educational institutions • NGOs • CCI businesses and creatives, artists
cooperation between public and private actors	The public sector can provide professional content, the transmission of knowledge and information to young people in education and locations for the project.
resource needs / conditions	Infrastructure background, provision of organizing work
expected resistance / risks	Gaining young people's trust, attracting interest.

VI.2.2 Creation and dissemination of presentation material to demonstrate the local CCI potential in school education	
project/action details	<p>Compiling professional content.</p> <p>Use of formal solutions that interest young people.</p> <p>Programs for the presentation of local CCI values, e.g. visits to businesses, workshops, visits to thematic local exhibitions, organization of performances by guest artists, etc.</p>
timing	2022 and content development continuously
activities and responsibilities	<p>Compiling professional materials for the presentation and promotion of the local CCI in educational establishments</p> <p>development of various presentations and coating methods to attract interest</p>
participants and roles	<ul style="list-style-type: none"> • CCI Management • educational institutions



	<ul style="list-style-type: none"> • NGOs • CCI companies
cooperation between public and private actors	In educational establishments, professional content of materials that are of interest to young people may be prepared.
resource needs / conditions	Human and technical requirements for the preparation of professional materials
expected resistance / risks	It is difficult to tune in to the interest of the new generation and pass on new knowledge accordingly.

VI.2.3 Organisation of training for CCI institutions on the basics of talent management	
project/action details	<p>The CCI activity is based on the emergence of outlier talent in the professional community and businesses. To do this, it is essential to recognize talents as early as possible and to provide targeted training, professional management and the training of the talent with the expertise.</p> <p>For this purpose, talent management training is used to help CCI players to recognize talent and to demonstrate the ways and methods of talent management. The project is targeted at both CCI businesses, which can gain highly capable creative staff, and in particular educational institutions where talent management begins.</p>
timing	2023
activities and responsibilities	Contribute to the preparation and organization of the training, the provision of external guest rapporteurs and trainers.
participants and roles	<ul style="list-style-type: none"> • CCI management organisation • CCI creative enterprises • educational institutions • non-profit organisations
cooperation between public and private actors	The public sector can help to achieve the training by providing a technical background and organizing activities.
resource needs / conditions	Provide technical background.
expected resistance / risks	-

Action package VI.3	VI.3 Support/development of back-end services for CCI-based tourist attractions
Objectives that the AP contributes to	<p>STRAT 4. The city's attendance is increasing through CCI activities developed into quality attractiveness</p> <p>SPEC 4.1 The city offers attractive creative attractions that respond to 21st century needs</p> <p>SPEC Advanced support background services available in the city</p> <p>HOR A.)The CCI and other urban operational/sectoral subsystems operate in a coordinated way in the city</p>
Details of the AP	Tourism in the city and the region, in particular cultural and event tourism, is linked to the development of the CCI economy in several directions:



	<ul style="list-style-type: none"> • provides a backdrop for CCI events and other events by providing properties, accommodation, • other attractions of tourism also improve the development of the CCI economy by strengthening regional attractiveness, • at the same time, local tourism is also benefiting from the growth of the CCI economy as a potential attraction and demand-generating factor by increasing the turnover of restaurants and accommodation with extra demand, • it is also possible to link the various local tourism sub-sectors (e.g. gastro, active, eco-, etc.) to the potential of the cultural tourism sub-sector also increased by the CCI
<p>List of actions and projects <i>(not all listed items are detailed below)</i></p>	<p>VI.3.1 Culinary offer based on local traditions with the involvement of local restaurants - provision of promotion for the events of the entrance restaurants More project ideas:</p> <p>VI.3.2 Start a competition(s) related to local events by rethinking old recipes in the modern era - providing introduction and sales opportunities</p> <p>VI.3.3 Assessment and offer of accommodation for external visitors to urban and regional events</p>

Details of selected actions/ projects:

VI.3.1 Culinary offer based on local traditions with the involvement of local restaurants - provision of promotion for the events of the entrance restaurants	
project/action details	<p>Local and regional restaurants will take traditional Jász dishes into their offer in an action-like way.</p> <p>Restaurant owners will be sensitized in advance and local recipes of interest will be tested.</p> <p>Restaurants participating in the promotion will be offered free marketing through the newly created promotional channels.</p>
timing	2022
activities and responsibilities	<ul style="list-style-type: none"> • raising interest among restaurant owners • testing traditional recipes
participants and roles	<ul style="list-style-type: none"> • CCI management • Jász Museum and traditional associations (knowledge transfer) • local and regional restaurants
cooperation between public and private actors	The knowledge providers / transferers assist in the selection of the recipes of traditional meals to be further developed. The action is realized with the cooperation of the knowledge providers and the local restaurants.
resource needs / conditions	preparation of the gastronomic event offer
expected resistance / risks	indifference / no interest on the part of the restaurant owners



5. Lead / Key Projects

It is common for urban development to have several operational (project-level) objectives at the same time, while the lack of financial means prevents the realization of all at a time. Limited availability of resources makes it impossible to implement to many parallel actions. This situation also characterizes Jászberény CCI strategy.

Local partners in Jászberény have properly tracked every step of the strategic cycle under Stimulart to set targets. A number of strategic objectives and specific (operational) objectives have been defined and their implementation far exceeds the financial and human resources that can be considered. It is important that the city is able to prioritize the necessary interventions by defining pilot projects and key projects that promote strategic objectives, symbolize the city's vision, and willingness and ability to act.

Jászberény has set out four key projects in connection with various action packages in the framework of the CCI strategy.

These are:

- 1) **Creative Shop (Stimulart, pilot project) (IV.3. Action Package)**
- 2) **Creative digital platform (I.2 Action Package)**
- 3) **(Heritage-based creative) Methodology Centre (VI.1. Action Package)**
- 4) **Mill Conference and Event Centre (V.1. Action Package)**


Two of the key projects are CCI operational basic conditions (Mill, Digital Platform) and two are special attractions (the Creative Shop and the Methodology Centre), which strengthens the feasibility of a regional role in the heritage-based creative sector.

The implementation of projects follows the strategic cycle:

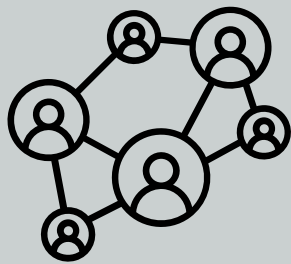
- the definition of the objective of the specific project in question in accordance with the strategic and specific objectives,
- a plan for the implementation of the operational objective with specific series of activities,
- implementation of the project /action, and
- follow-up the project.

The following is a breakdown of the lead project(s) highlighting their ability to contribute to the achievement of strategic objectives and their relationship to each other.



Key project 1. the Creative Shop (Stimulart, pilot project)	
a summary	 <p>The pilot project of the Stimulart (experimental project) in Jászberény is the creation, installation and operating conditions of a Creative Shop. The products offered by the shop are local products of all sorts especially handicrafts inspired by the local traditions of Jászság: from folk craft traditions to modern works of art, books and other creative products. The store's business model is unconventional. In the interests of sustainability and in line with 21st century consumer needs, as well as due to the possibility of market expansion, on-site sales are complemented by on-line marketing and sales opportunities. At the same time, this is combined with on-site and on-line knowledge transfer. Due to the operating model, the venue is more of a "showcase" for the offer of local creative products than a standard store with storage.</p> <p>The operation allows direct /on-line contact with creative craftsmen, offering customers the opportunity to create together. Products must meet quality criteria such as authenticity, creativity, market potential. "Supplier" creative enterprises need to adopt operating rules.</p> <p>The Creative Shop is a pilot project, which, in addition to developing other local attractions, is a significant on-site and online attraction for Jászberény and Jászság. Ensures visibility of quality creative products. It has significant perspectives in market building and in the process of quality BRAND construction.</p>
action field	IV. Strengthening the visibility of CCI products services - support market access
action package	IV. 2 Developing local markets and sales opportunities - off and online
what objectives it contributes to	1.3 Strong clustering processes, building a local CCI ecosystem 1.4 Regular, innovation-driven cross-CCI subsector collaborations 2.3 Dynamic product portfolio expanding and transforming / efficient market access
timing	January 2021 - March 2022 (during project implementation)
participants	<ol style="list-style-type: none"> 1. Stimulart project management 2. Jászberény Municipality 3. Jászkerület Non-profit Ltd.
role of participants	<ol style="list-style-type: none"> 1. pilot implementation management 2. provision of the venue 3. ensuring the daily operation of the shop
cooperation of the public and private actors	The store's suppliers are provided by local CCI businesses. The secret to the success of the store is that entrepreneurs participate in the operation of the business with a high-quality portfolio of products and compliance with the store's operating rules. The municipally owned Jászkerület Non-profit Ltd. is responsible for coordinating the operation of creative enterprises by contributing to sustainable operation with a quality product portfolio and the proper management of customer relationships through the tools of the store.
required resources and conditions	Stimulart project provides the source for the physical creation, installation and operation of the website. Other costs of maintenance (overhead and wage costs) are referred to Jászkerület Non-profit Ltd., which is responsible for its operation.

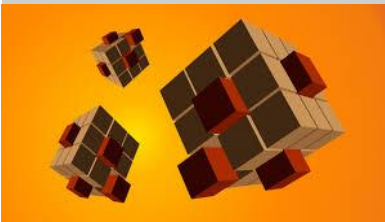


Key project 1. the Creative Shop (Stimulart, pilot project)	
expected resistance and risks	The primary risk for Creative Shop is sustainability. Once the Stimulart project is completed, there is no maintenance obligation associated with the project, i.e. if the city sees within a few months that the store is not sustainable there is a risk of the store's operation being ceased.
Key project 2. 1.2.1 Creative digital platform	
a summary	 <p>The operation of digital data platforms is an essential condition for smart city solutions in virtually all areas of city life, including cultural management and touristic marketing. Data content of the CCI digital data platform: CCI actors' (businesses, associations, institutions, mediators / cultural organizers) data (activity, fields of cooperation, resources to share, programmes to be adjusted etc. An important feature of the platform, that it is suitable for integrating manage and thus adjusting all cultural and community event in the city and its region. In the long run this platform would manage the information provided by the touristic attractions (other than CCI too) ensuing the possibility to develop all attractions into tourism packages to offer. The platform would store the conclusions of the regular contentment and demand surveys, which help to improve the quality of services. Important to note: the starting point of the data platform may be the database on which the Creative Shop's online interface is built - with the organic further development and conscious development of this, the urban-level CCI data platform can evolve quickly. Platform outputs (target group and target specific display of data content) have unlimited options.</p> <p>1.) <u>User interface between CCI actors:</u></p> <ul style="list-style-type: none"> • resource sharing (in order to ensure sustainable operation, it is possible to share or share certain instruments, experts, etc.); • partner search for collaborations; • coordination of programs (so that there are no conflicts or periods of program deficit for an extended period of time). <p>2.) <u>Conveying CCI content to consumers (general public):</u></p> <ul style="list-style-type: none"> • Stimulart Creative Shop website can be a starting point • inputs to the Jászberény City APP - delivering on-demand content • marketing of events and programs <p>3.) <u>Needs assessment and satisfaction measurement:</u></p> <ul style="list-style-type: none"> • The platform is suitable for continuous assessment of the needs and satisfaction of local and regional populations in relation to the local cultural offer. This activity is NICHE as it has no tradition.
action field	1. Development of operational coordination at urban level, including CCI coordination
action package	1.2 Networking with actors within and outside the CCI sector - Facilitating CCI clustering



Key project 2.	1.2.1 Creative digital platform
what objectives it contributes to	<p>1.3 Strong clustering processes, building a local CCI ecosystem</p> <p>1.4 Regular, innovation-driven cross-CCI subsector collaborations</p> <p>3.3 Broad and versatile well-coordinated institutional cooperation networks as part of the CCI ecosystem</p> <p>4.2 A network of cultural attractions and creative services at regional level (Jászság) has been set up and is working successfully</p> <p>A.) The CCI and other urban operational/sectoral subsystems operate in a coordinated way in the city</p> <p>B.) Infrastructure and asset management of CCI activities effectively support sustainable operation</p> <p>C.) The adaptability of local CCI operation is stronger than before (resilience)</p>
timing	2021-2022 (continuous maintenance)
participants	<ol style="list-style-type: none"> 1. Jászberény Municipality - CCI/city manager 2. Jászkerület Non-profit Ltd. 3. IT service provider
role of participants	<ol style="list-style-type: none"> 1. coordination, proactive - ensuring IT asset conditions 2. partner, motivating participants to join, making the opportunity visible, marketing 3. installation of the platform - receiving, managing data
cooperation of the public and private actors	While the public sector (municipality or institution) provides physical and professional support for platforming, CCI business actors (the private sector) contribute to the smooth functioning of the CCI platform as providers of information and as users and beneficiaries of various online interfaces (e.g. on-line marketing).
required resources and conditions	A larger investment in the platforming data storage server is a must (if the municipality does not opt for the Cloud solution). A moderator and data manager are required to adjust the database's save page to different platform-based interfaces. It is also necessary to pursue continuous marketing activities for at least one year to promote the opportunities offered by the platform in order to achieve a critical number of data and information providers. Contacting and co-working with the city manager (cultural manager), the tourism coordinator.
expected resistance and risks	The most important risk of the lead project is mistrust. For the time being, CCI actors typically prefer to handle their own affairs and refrain from joint actions.



Key project 3. VI.1.1 Heritage-Based CCI Methodology Center	
a summary	 <p>The entire system of the heritage-based cultural and creative economy (CCI ecosystem) set out in the CCI Strategy in Jászberény lacks a methodological centre, a place for knowledge transfer with a complex organisational background, where, led by highly qualified (qualified) and experienced professionals, craft creators can further train themselves, amateur creators can find a pleasant time in free creation.</p> <p>The Creative Methodological Centre can therefore play a key role in the perspective development of heritage-based CCI not only at local level, but also with a regional attraction potential. While the centre serves as a place for the transfer of practical knowledge, it can be attractive (for visitors for tourist purposes) or even can attract visitors from abroad who want to learn in the training courses (defined as art/creative camps). The site (Eördögh house) is suitable for a wide range of activities, it is planned to expand the educational possibilities of several crafts:</p> <ul style="list-style-type: none"> • Design of basket weave and pottery workshops and classrooms. • Creation of a textiles creative and folk-art workshop and classroom. • Installation of mixed-function workshops and training rooms with variable camel needs. • Installing a forgery and classroom. • Folk handicrafts exhibition for the creation of suitable space. • ensuring venues for activities which enhance the competences and presence of individuals and creative businesses active in heritage-based arts and crafts (training courses, mentoring) <p>The development of the Methodological Centre is now a novel idea, but so far it has not been possible to implement it. In addition to the one-off investment, the Centre requires the strengthening of the network of many CCI-concerned organizations and a major role must be played by professional management and marketing experts to ensure sustainability.</p>
action field	VI. Development of CCI background and support services
action package	VI.1 Promotion of cooperation between cultural institutions and local creatives, coordination of their activities, product development (permanent exhibition)
what objectives it contributes to	2.1 Creative ecosystem based on local traditions 2.3 Dynamic product portfolio expanding and transforming / efficient market access 3.1 The operational results of cultural institutions/organisations are widely visible and help to sensitisation of the population to CCI 3.3 Broad and versatile well-coordinated institutional cooperation networks as part of the CCI ecosystem
timing	2022-2023
participants	<ol style="list-style-type: none"> 1. Jászberény Municipality 2. Jászkerület Non-profit Ltd. 3. Jászszág Folk Art Workshop Association
role of participants	<ol style="list-style-type: none"> 1. as owner of the building, ensuring the physical implementation of the development 2. Professional coordinator for development and networking 3. collecting and making available the knowledge of the Methodological Centre
cooperation of the public and private actors	The methodological and knowledge transfer activity in the facility is partly carried out as a public task and falls within the responsibility of public culture education e.g. activities for children (supported activity), at the same time, it is possible to organize



Key project 3. VI.1.1 Heritage-Based CCI Methodology Center	
	courses and trainings that participants take for a fee. Here, the business meets the performance of public tasks within the institution.
required resources and conditions	<p>The financing of the establishment of the centre requires significant financial resources, which is best done using tender resources in view of the current financial situation of the city. In this context, the reconstruction of the building, the change of function and the settlement of part of the courtyard are carried out.</p> <p>The planning of operating resources has not been launched but in terms of the model, the aid and the own funding based on revenues should play a role in the maintenance.</p>
expected resistance and risks	<p>No resistance to the project is expected. It is in the interest of all CCI actors to complete the ecosystem with a practical knowledge transferor that can already take on a role as an active market player.</p> <p>Two risks can be defined:</p> <ul style="list-style-type: none"> • unavailability of resources for one-time development • the operating/business model providing maintenance does not work due to lack of proper management

Key project 4. V.1.1 Mill Conference and Event Centre	
	 <p>The Mill Conference and Event Centre is located in downtown Jászberény and is a brownfield rehabilitation project. As a result of the tender submitted and winning for Regional Operation Programme TOP ERDF urban development resources in 2016, construction started, but is currently standing due to various (complex) problems. The city and the city government are committed to the implementation of the facility.</p>
a summary	<p>The facility is planned to make way for the Creative Shop implemented under the Stimulart project and several functions are planned to be placed here, the combined presence (synergies) of which effectively promote the strategic and organic development of the cultural economy of the Jászág region (based directly on the activities of CCI actors).</p> <p>The Mill, as the CCI's local base with versatile facilities, can be considered a basic infrastructure of the local CCI:</p> <ul style="list-style-type: none"> • location of creative industry support activities (creative creation, experiments, actions, services, management) • meeting place - the building is able to provide a place for formal and informal meetings and presentations of various CCI stakeholder groups • venue of events: fairs, temporary exhibitions, conferences etc. • permanent exhibitions (Hamza Collection) <p>It is important to provide quality services within the facility - from catering services to other services, such as CCI business support services, which help to strengthen the dynamics of the company.</p>
action field	V. CCI background infrastructure and asset development
action package	V.1 Renewal and modernisation of urban facilities in the cultural sector (smart building operation)



what objectives it contributes to	B.) Infrastructure and asset management of CCI activities effectively support sustainable operation;
timing	2021-2022
participants	<ol style="list-style-type: none"> 1. Jászberény Municipality 2. Jászkerület Non-profit Ltd.
role of participants	<ol style="list-style-type: none"> 1. responsible for managing implementation 2. responsible for managing operation (in the future)
cooperation of the public and private actors	By its very nature, the installation, as an operation, offers a combined solution for both use and use. The business model should be designed in such a way that, in addition to the supported implementation of the performance of public tasks (financed by municipal support), business revenues (rents, events for external business partners, etc.) contribute to maintaining the budgetary balance.
required resources and conditions	Clarification of legal complications. Restart the project. These points should be clarified.
expected resistance and risks	The project has been cancelled. There is a significant risk if the support provided so far has to be repaid/reimbursed by the city. The project has to be completed by 2022 anyway.



6. Monitoring the effectiveness of the CCI strategy

6.1. Importance of CCI monitoring

Not only operational objectives, but also data, measures and indicators contribute to transforming abstract and general objectives at the level of the strategic programme into concrete, tangible and operational interventions, the output of which can be measured and verified.

Through the monitoring system, the city can monitor the actual achievement of the objectives and prevent the political objectives from going in the form of mere declarations of intent. In addition, the monitoring system should enable transparency for all stakeholders.

The question is how we can measure and monitor whether the lead projects can achieve the desired results. In the control cycle of strategic management, we need to find measures and indicators that underpin operational objectives and show us exactly which result it means so that we can check that the objectives have been achieved. When defining measures or indicators, it is necessary to consider, if

- they are specific to the development objectives,
- are capable of verifying the achievement of objectives over time,
- to help formulate targets at municipal level,
- serve as a basis for a qualified comparison of cities.

Useful measures and indicators may easily be available in the CCI mapping document database. At the same time, new measures and indicators for the relevant specific objectives (achieved via various projects) may need to be defined. We extensively used both methods to list adequate indicators fitting the purpose of monitoring.

The values of qualitative (qualitative) indicators can usually be obtained through surveys. **In Jászberény, a representative population questionnaire survey was conducted in the fall of 2020**, which was suitable for contentment surveying regarding the various characteristics of CCI (in particular the available programme offer at city level or cultural - community locations). The degree of satisfaction is an excellent metric and can be well tracked by a representative survey on a similar scale after a certain period of time.

A similar example could be for a city to set up an association for CCI actors as a means of enhancing networking between CCI actors, the number of members may be a useful metric in relation to the total number of CCI actors. At the same time, this quantitative measure could be supported by direct questions about the members' satisfaction with the network opportunities provided by the association, etc.



6.2. Indicators assigned to strategic and specific goals

Result and impact indicators may be assigned to strategic objectives, while output indicators (specific output) related to specific interventions allow the measurement of the achievement of specific objectives.

OBJECTIVES	Indicators	Measure	Base value	Target value	Method of measuring
STRA_1. Growing share of the cultural and creative sector (CCI) in Jászberény's local economy - stimulating force in the growth and transformation of local economy	Share of the creative sector from Local Business Tax	%	2019: 1,7	3	Jászberény Municipality Taxation Dept.
	Proportion of CCI enterprises in all of Jászberény's businesses	%	2019: 3,71	5	Jászberény Municipality Taxation Dept.
1.1 The CCI, as an economic sector, is known and acknowledged					
1.2 Favourable business building conditions (local start-ups, settling creative companies)	People with university degree over the age of 24 in Jászberény	%	29	35	Central Statistical Office (CSO database)
	Number of newly established businesses in the CCI subsectors in Jászberény or Change in the number of businesses in CCI paying Local Business Tax	businesses			Chamber of Commerce Jászberény Municipality - Taxation Dept.
1.3 Strong clustering processes, building a local CCI ecosystem	Change in the number of businesses in CCI in Jászberény	businesses	2019: 137	160	TEÁOR
1.4 Regular, innovation-driven cross-CCI subsector collaborations	New products resulted from CCI cooperation	products	2020 12	30	Local data (database of associations) CCI data platform



OBJECTIVES	Indicators	Measure	Base value	Target value	Method of measuring
1.5 Stable business relationship between large local/regional companies, SMEs and local representatives of the CCI (local economy as an CCI market)	Number of local enterprises in traditional sectors present at CCI thematic events	participants	0	100	Registration forms
	Number of events per a year, where CCI and other types of businesses can meet	events	0/year	3 /year	Event calendar (annual) CCI digital database
STRA_2. The heritage based creative sector of regional importance is a characteristic feature of the city and the local economy	Coverage of CCI events and products in national media per year	number of appearances	no data	20/year	Media observation incl. on-line data collection
2.1 Creative ecosystem based on local traditions	The CCI entities cooperating in the CCI ecosystem and cluster (later)	CCI entities	0	15	local data gathering
2.2 Strong and ever-expanding business competences in the special field of the CCI	Number of training courses developing business competences of the CCI actors / year	courses / year	0	3	local data gathering
	Number of participants at training courses developing business competences of the CCI actors / year	participants / year	0	20	registration form
2.3 Dynamic product portfolio expanding and transforming / efficient market access	Monthly spending of local people on culture	average spending FT/ month	4600	6000	representative survey, 2020 (Stimulart)
STRA_3. Sustainable CCI (public)institutional and non-profit background as a source of CCI inspiration and creative talent - as part of the local CCI ecosystem					



OBJECTIVES	Indicators	Measure	Base value	Target value	Method of measuring
3.1 The operational results of cultural institutions/organisations are widely visible and help to sensitisation of the population to CCI	Number of museum visitors in Jászberény	visitors	2018: 20 984	25 000	TEIR database
	Number of participants in museum pedagogical sessions and art workshops (under 18 years of age) in cultural public institutions	participants	?	?	local data gathering
3.2 Sustainable CCI (public) institutional operation is ensured	Share of revenues from market activity in budgets in public cultural institutions	%	0	20%	institutional reporting
	Share in revenue from market/revenue-generating activities (cultural institutions, foundations, non-profit organisations)	%	not known	growing	cultural institutions, foundations, non-profit organisations
3.3 Broad and versatile well-coordinated institutional cooperation networks as part of the CCI ecosystem	Number of events created in collaboration	events	6	20	local reporting CCI Digital Database
STRA_4. The city's attendance is increasing through CCI activities developed into quality attractiveness	Number of cultural events in Jászberény	evets	2018: 591	700	CSO database
	Number of overnight stays at commercial accommodation in Jászberény	nights	2018: 10 667	15 000	Hungarian Tourism Agency
	Number of visitors at cultural events in Jászberény	visitors	2018: 118 089		TEIR database
	Rate of non-local visitors of cultural events from all visitors	%	0		collected data



OBJECTIVES	Indicators	Measure	Base value	Target value	Method of measuring
4.1 The city offers attractive creative attractions that respond to 21st century needs	Satisfaction with visited cultural sites and services	Satisfaction rate, %			representative survey, 2020 (Stimulart)
4.2 A network of cultural attractions and creative services at regional level (Jászság) has been set up and is working successfully	Number of tourist packages with CCI content to offer	packages	0	5	CCI digital database
4.3 Advanced support background services available in the city	Number of restaurants joining heritage-based gastro-actions	restaurants	0	5	local data collection

6.3. Indicators assigned to horizontal objectives

OBJECTIVES	Indicators	measure	base value	target value	Method of measuring
A.) The CCI and other urban operational/sectoral subsystems operate in a coordinated way in the city;	Establishment of CCI manager status or responsible department in the mayor's office	organizational unit created	0	1	Jászberény Mayor's Office reporting
B.) Infrastructure and asset management of CCI activities effectively support sustainable operation	Setting up a digital data platform	data platform	0	1	Jászberény Mayor's Office reporting
B.1 Infrastructure conditions for the cultural and creative economy are	Mill Conference and Event Center built	cultural complex	0	1	Jászberény Mayor's Office reporting



OBJECTIVES	Indicators	measure	base value	target value	Method of measuring
ensured (real estate management, infrastructure development)	Rate of renewed cultural establishments (relative to the entire stock)	%	40	60	Jászberény Mayor's Office reporting
B.2 The creative sustainable use of urban public spaces for cultural and creative activities and community building will become common	Public spaces involved into cultural and community building use	units	5	10	Jászberény Mayor's Office reporting
	Rate of residents attending green spaces with the purpose of visiting community events	%			representative survey, 2020 (Stimulart)
B.3 The cultural and creative economy operates with modern tools and the efficient use of DIGITAL solutions	Proportion of cultural organisations able to connect to CCI digital platform	%	30%	80%	CCI digital database
C.) The adaptability of local CCI operation is stronger than before (resilience)	Number of digitally available CCI services - digital platform services (interfaces)	services	no data		CCI digital platform



7. Logical relationship and scheduling of planned activities

7.1. Logical relationship of planned activities

Figure 12 on the next page shows the links between the proposed actions described in the strategy (at the level of the action fields) and the logic by which their consistent implementation leads to the achievement of the target state set out in the vision.

The first most important CCI background condition is cooperation and implementation of specific developments that can significantly increase the efficiency of the use of existing resources, which requires coordination at CITY LEVEL. Coordination does not mean direct management but creates the conditions for the continuous discourse of actors and the exchange of information. The actors in the CCI ecosystem (individual creators, businesses; associations and cultural institutions) continue to act on their own decisions but take much more into account the benefits of thinking together and working together and acting. The essence of the CCI strategy in Jászberény is to create the prestige and strengthen the position of the sector in Jászberény and its wider region (I. action field).

The CCI can be regarded as an economic branch, despite the fact that it contains a mix of market and public actors - each with its own task within the so-called CCI ecosystem. The important thing is that groups of actors take advantage of their opportunities, raise awareness of their sectoral affiliation, recognise their business and other professional opportunities, acquire new knowledge (II. and VI. action fields). The important thing is to create creativity-based products as a result of the actors' unique but even more collaborative activities, which make the activities and actors that create them competitive, sustainable and prospering (III. action field). By CCI PRODUCTS, we mean many things: objects of use, works that provide an aesthetic experience, or events to help them be presented, as well as productions of the performing arts, but also related educational activities (knowledge transfer). CCI products are also certain services that use creative energies to achieve the desired effect (design, photo advertising, etc.).

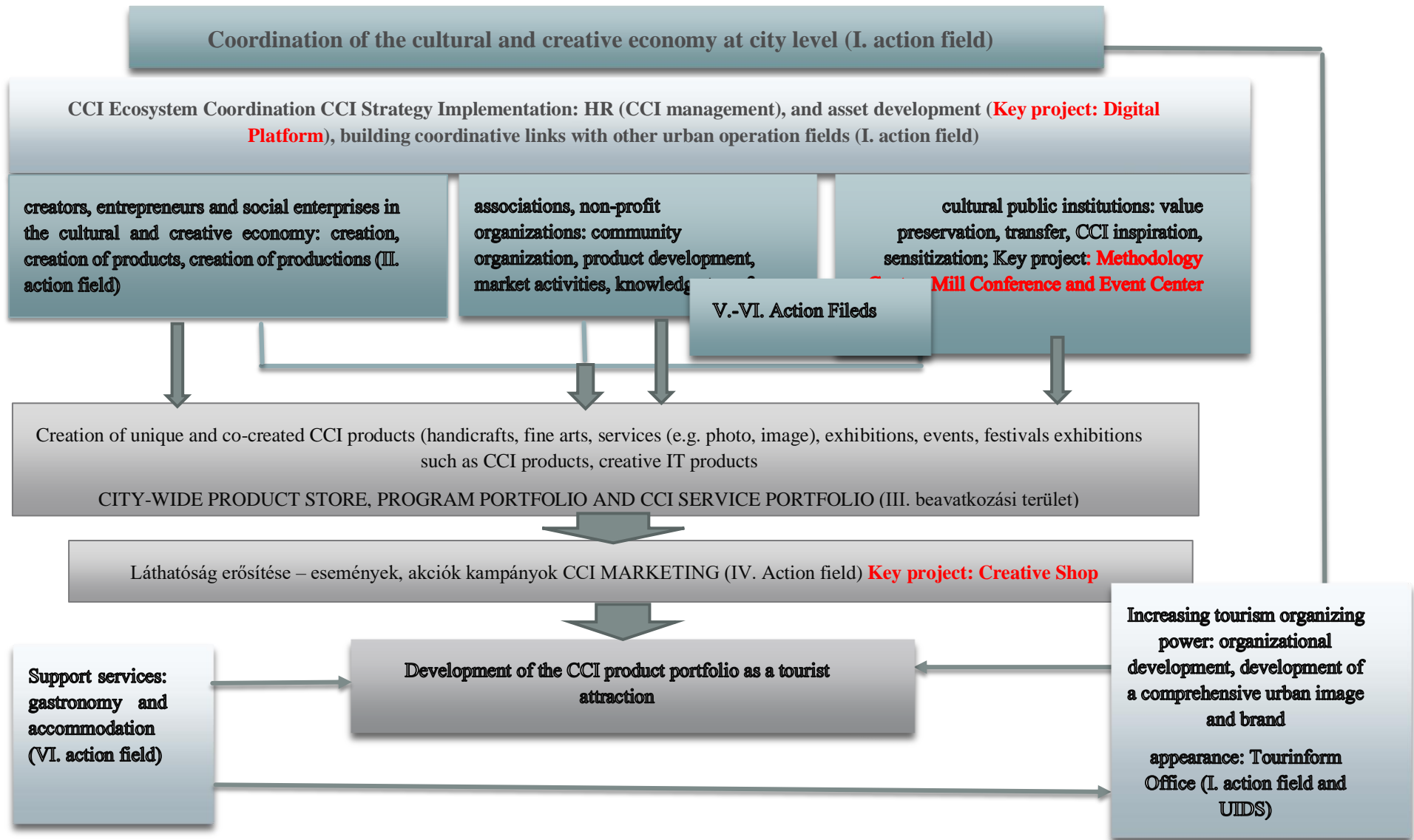
It is important for the city to be aware of the CCI product, program and service portfolio and to be able to make it available to consumers in a uniform BRAND. Products are not worth much if they do not have a safe path to consumers and this is extremely difficult individually. Local creative branding can be done individually or jointly to ensure the reach of each product type to the target group (III and IV. action field).

In the end, it is important that this effort, in addition to the prospering of the actors, contributes to the strengthening of the attractiveness of Jászberény and Jászság. Attract as many RESIDENTS and VISITORS as possible to the area and the city. In both cases, it is important to work with efficient background/support services (VI. action field). In order to increase visitor numbers, coordination with other areas of operation of city-level coordination (I. action field) such as tourism management and Tourinform Office, which also relies on CCI products as attractions, (development of product, event and service portfolios, city and direct CCI product marketing) is particularly significant.

The complex system of projects and actions in the fields of intervention can already lead to spectacular progress in the local perception, position and contribution to competitiveness of the cultural and creative economy over a period of 5-7 years.

Figure 12 can be interpreted as a roadmap, but it is important to note that the implementation process is not linear, but a well-coordinated multitude of interventions involving both parallelism and time and logic dependencies.

The schedule is shown in a 7.2 GANTT chart.



12. Figure Logical context of the interventions described in the Jászberény CCI strategy



7.2. GANTT diagram - scheduling of actions /projects in a strategic time period (up to 7 years)

Action fields / action packages / actions - project title	2021		2022		2023		2024		2025		2026		2027	
	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12
Key projects														
IV.2.1 Creative Shop (Stimulart)														
I.2.1. Setting up and maintaining the CCI Digital Platform														
V.1.2 Mill Conference and Event Centre		?	?	?										
VI.1.3 Developing the Methodology Center														
Further actions and projects:														
I. Action Field: Development of operational coordination at urban level, including CCI coordination														
I.1.1 Create a city manager position/organization (including or separately) to create an CCI management organization or status														
I.1.2 Creation and operation of a CCI cluster														
I.3.1 Preparation of a city marketing plan focusing on CCI content, public CCI campaign														
II. Action Field: Strengthening CCI entrepreneurial dynamics														
II.1.1 Entrepreneurial trainings for local and regional CCI businesses														
II.1.2 Continuously available advisory service to support start-up CCI businesses (help-desk)														



STIMULART

Action fields / action packages / actions - project title	2021		2022		2023		2024		2025		2026		2027	
	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12
II.2.1 Assessment of municipal rentals linked to the CCI activity, definition of development needs and recording in a database														
II.2.2 CCI workshop and meeting point (related to the Mill or Methodological Centre)							operation							
III. Action Field: Expanding the range of services for creative products based on local traditions - CCI and cultural tourism														
III.1.1 Needs assessment and satisfaction measurement actions in all creative areas - tied to events and events														
III.1.2 Establishing the possibility of joint creation (co-creation) - organizing CCI creative creation days														
III.1.3 Editing a creative product directory - linked to the Digital Platform or the Creative Shop														
III.2.1 Re-loading the most significant regional event, the Csángó Fest and using the potentials of other thematic festivals - organized by CCI business actors														
III.2.2 Creation of CCI CAMP offer package - issuing a portfolio of creative camps, organizing additional thematic CAMPS														
III.2.3 Organisation of professional symposia and conferences based on local players in the heritage-based CCI ecosystem														
III.2.4 Stock of events in the Jászság - regional event package														



Action fields / action packages / actions - project title	2021		2022		2023		2024		2025		2026		2027	
	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12
IV. Action Field: Strengthening the visibility of CCI products services - support market access														
IV.1.1 CCI marketing promotions - product shows, fairs - event for the presentation of novel creative products annually														
IV.1.2 Developing and broadening the Creative Shop website														
IV.1.3 Designing the regional CCI BRAND starting from the Creative Shop														
IV.1.4. Yearly repeated PR campaign - presentation of CCI creators														
IV.1.5. Displaying street digital boards for CCI marketing														
IV.1.6. Targeted, demand-based program and product ads on a city app														
V. Action Field: CCI background infrastructure and asset development														
V.1.1 CCI ingatlángazdálkodási terv elkészítése														
V.1.4 a.) Déryné Event House functional and aesthetic renewal														
V.1.4 b.) Complete interior and exterior renovation of the Jász museum														
V.1.4 c.) Replacement of Hamza Collection infrastructure or refurbishment														
V.1.4 d.) Renovation and expansion of the Lehel Film Theatre towards the Mill														
V.1.4 e.) Renewal of the City Library														



STIMULART

Action fields / action packages / actions - project title	2021		2022		2023		2024		2025		2026		2027	
	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12
V.1.4 f.) Functional renewal of Fónix workshop building														
V.1.4 g.) Complete renovation of the Youth House														
V.1.5 Development of a Tourinform office in the city centre														
V.2.1 Provide technical background conditions for regular outdoor community events in high-profile public areas														
V.3.1 Providing the IT background and asset development needed to run the CCI management digital platform														
V.3.2 Ensuring the necessary IT background and asset development of CCI partner institutions														
V.3.3 Training for institutional and entrepreneurial partners to manage the use of IT tools on a daily basis														
VI. Action Field: Development of CCI background and support services														
VI.1.2 The renewal of the local permanent exhibition(s) involving local creative creators														
VI.2.1 Organisation of youth sensitisation events for CCI														
VI.2.2 Creation and dissemination of presentation material to demonstrate the local CCI potential in school education														
VI.2.3 Organisation of training for CCI institutions on the basics of talent management														



STIMULART

Action fields / action packages / actions - project title	2021		2022		2023		2024		2025		2026		2027	
	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12	1-6	7-12
VI.3.1 Culinary offer based on local traditions with the involvement of local restaurants - provision of promotion for the events of the entrance restaurants														



8. Risk assesment

8.1. Risk for the realization of CCI strategy in Jászberény

The specific steps and expected results of the process of implementing the Jászberény CCI strategy have been planned within the framework of the strategy. The implementation of the strategy is multi-actor and effectiveness is strongly influenced by internal and external circumstances. There may be foreseen and low-projected risks that impede the execution of tasks or do not allow for their timely scheduling. Exploring, considering and reducing the impact of risks or eliminating the risk itself is the key to the successful implementation of the strategy.

Below we organize the risks, evaluate them by probability and impact on the implementation process. In two evaluation systems, a scale of 1 to 5 is used to indicate the strength of the likelihood of occurrence and the expected effect (1=negligible, 5=very strong). Finally, we propose how to manage the risk (eliminate risk or reduce impact).

We distinguish between social, organizational/operational, financial risks.

RISK	certainty	impact	RISK MANAGEMENT	
	1-5	1-5		
SOCIAL AND POLITICAL RISKS				
1	Local society does not appear receptive to the cultural and creative offer and its potential does not consume local CCI products.	2	4	It is necessary to continue the targeted CCI PR communication with the population even after the completion of the Stimulart project. Opportunities should be provided for the population to meet high-quality local and regional products daily every day and the origin of the products/services should be known to them. Make sure they know it's a LOCAL CCI product.
2	The skilled, dynamic young age group sees no perspective on staying in place and does not use their creative skills in the city.	4	5	The risk is extremely high because a number of factors that are not locally influenced play a role in individual decisions. It is essential that the local conditions that prove important in Stimulart's youth survey (spring 2020) are met. These are mainly aspects of employment (varied jobs, high-paying jobs). The cultural and creative economy covers highly skilled, skilled and profitable activities. The development of the CCI has a good chance of contributing to the retention of young people.
3	CCI associations continue to count on the self-explanatory availability of the municipality support and other resources and do not make any effort to acquire the necessary knowledge to obtain funds and business skills to ensure sustainability.	3	4	The conditions for access to funds are in transition in the city and it is therefore necessary to provide for the possibility of attitude-building and actions to acquire new knowledge among the relevant CCI actors. This is possible by providing regular and continuously available tendering, tender management and entrepreneurial (market operation) knowledge transfer services.



ORGANIZATIONAL AND OPERATIONAL RISKS				
4	Areas of urban development and management are not harmonised, so the conditions for the operation of the CCI in the context of other areas of operation are not given.	3	4	By establishing the status of city manager with a view to all areas of operation, it is continuous and effective to coordinate sectoral/sectoral developments and different urban areas of operation.
5	In the end, CCI coordination (management) at city level is not established or is not effective enough.	3	5	The Stimulart strategy helps the city take advantage of the perspective that the CCI can offer. It is important for decision-makers and CCI actors to see the usefulness of CCI coordination at city level and to create a supportive background for it.
6	The operation of the key project of the strategy (creative shop) will be completed at the end of the Stimulart project without rapid success (management deficiencies, financial self-sustainability issue).	2	4	As part of the Stimulart project, a detailed set of conditions for the operation of the shop will be developed with an accurate definition of the tasks and those responsible. By providing operational frameworks and background, the store can quickly succeed (the improvement of the Covid19 situation is an important condition), which convinces decision-makers of the benefits of the longer-term operation of the store.
7	Various independent local organisations, groups/initiatives do not come together, and segmentation hinders the development of critical (service and consumer) mass necessary for CCI operations, which threatens market viability.	4	4	The importance of cooperation between producers of CCI products and services is underpinned by a number of actions. The evolution and success of the CCI ecosystem, as well as the concrete steps of possibly turning into a cluster, convince actors that together market building is more efficient than separately, individually.
8.	Large companies continue to ignore the emerging sector of the economy and are not ready to cooperate.	4	3	The risk is very realistic in Jászberény. Local large companies are virtually autonomous and independently able entities in the economic space. It is important to ensure the continued visibility of the CCI and to raise companies' awareness of what the sector can offer them. It is important that if you are already constantly talking about the importance of Jász identity and community building all in the city use local services supported by local businesses (as an CCI market) these businesses.
9.	Knowledge transferers will continue to operate exclusively within their own institutional frameworks, maintaining the traditional/secure framework.	3	4	The risk is realistic in Jászberény, but with the involvement of the actors and the continuous emphasis on their role, this attitude can be blunted.
ECONOMIC AND FINANCING RISKS				
10.	At the end of the Stimulart project, resources will dwindle be used to finance the interventions (actions) of the strategy.	2	4	The resources for the implementation of the interventions set out in the CCI strategy are not only the tight-looking municipal budget. In order to reduce the risk, continuous resource monitoring is required. In doing so, tender opportunities (including international v. directly funded in Brussels) from which improvements can be financed can be explored and

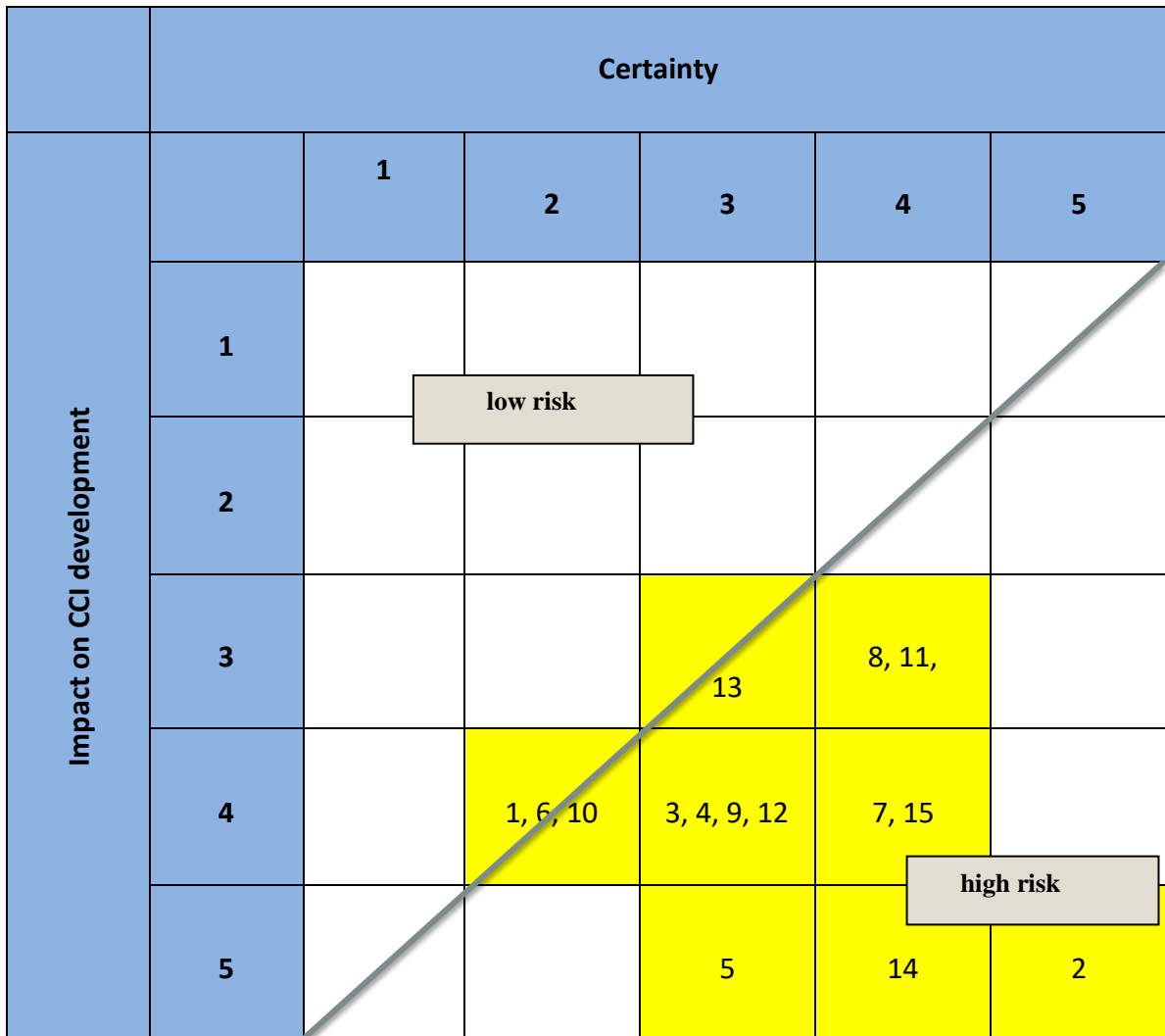


				evaluated. An important point is that the CCI will also be able to finance the operation and development of business operators from several sources in the future (programming period 2021-27).
11.	The funding of the proposals is fragmented between the organisations, each entity strives to implement its own strategy.	4	3	This risk is strong at the same time CCI actors can hardly be influenced on that. A longer-term preference for common interests is not expected from a business that represents the livelihood of a family. At the same time, the tendering activities of organisations can be adjusted to joint interests with stronger coordination.
12.	The individual development actions of CCI remain isolated and would not organize themselves into integrated city level attraction. The expected increase in attractiveness and visitor numbers stay behind expectations.	3	4	Strengthening the tourism coordination task (within any framework) can reduce this risk at local or regional level. It is important that all organisations owning or managing an attraction participate in cooperation at city and regional level, in order to provide a uniform package of attractions attracting a multifaceted range of visitors to the Jászszág.
13.	Additional market services supporting the creative economy (also) e.g., restaurants show low dynamism due to the lack of visitors and the unchanged consumption demand/habits.	3	3	The risk is twofold. Raising consumers' awareness and demand for a more costly gastro offer is a longer process. The heritage-based CCI includes a re-interpretation of traditional dishes and can make it a marketable value using the tools of modern gastronomy.
14.	The C19 epidemic is taking longer than expected, jeopardising the financial sustainability of businesses in certain CCI sub-sectors.	4	5	Currently, the risk is very realistic and it is estimated that not all businesses will be able to revive quickly after the restrictions imposed by C19 have been lifted. Among the CCI sub-sectors, performing arts and community activities, in need of presence are most affected. The risk can be reduced if these sectors also find the possibility of online access to consumers and try to generate revenue in a test-like form.
15.	C19 has such lasting effects that urban-level CCI ecosystem construction is back to basics	4	4	The functioning of the CCI sectors, which are also well-functioning online, needs to be strengthened, which may be able to keep CCI community building at a stand still at the start. The Stimulart project's activities are taking place online and the project's main ambition at present (Dec 2020) is to keep alive the local intention to build the ecosystem consciously.



8.2. Risk matrix

Below, in the risk matrix, we visualize the risks (by number) based on their strength and impact. On the basis of the matrix, the enforceability of the CCI strategy in Jászberény can be found in the high-risk zone.



13. Figure Risk matrix for the feasibility of the Jászberény CCI Strategy

The strongest risks are the obstacles to the covid19 epidemic and the unpredictability of the actors' willingness to participate.

To minimize risks, the institutional system and the cooperation of individual CCI actors are necessary, which requires effective and respected coordination by all actors, which are guaranteed by the interventions themselves.