ChIMERA

Innovative cultural and creative clusters in MED area

P.A. 1: Promoting Mediterranean innovation capacity to develop smart and sustainable growth

Obj. 1.1: To increase transnational activity of innovative clusters and networks of key sectors of the MED area

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D 3.3.1. Frontrunners analysis_ LP

WP 3. Studying

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ChIMERA

INNOVATIVE CULTURAL
AND CREATIVE CLUSTERS
IN THE MEDITERRANEAN AREA

i *Definition of Frontrunners*

The frontrunners could be <u>clusters</u> that work to promote and encourage cooperation between enterprises, organizations, universities and public entities with a view to increasing turnover, exports and skilled employment in the CCI sector.
A CC cluster has to be transformative and integrative to influence the economy.

i *To be completed by each ChIMERA partner:*

Title	*The title of frontrunner case in original language* PICTANOVO
Location	*Describe in order: Country, Region, City* FRANCE, Hauts de France, Tourcoing
Founded	*Year of foundation/ launch* 2013 *CRRAV (Regional Audiovisual Resource Center, created in 1985) and the Pole Images (created in 2009) merged in 2013 and found the Pictanovo entity*
Contacts	*Name and contacts of the main representatives (President, Director, etc.) and a general email (ex.: <u>ualg@ualg.pt</u>)* President: Guillaume Delbar (Tel. : +33 3 20 66 46 00; mail to: contact@ville-roubaix.fr) Executive Director: Malika Aït Gherbi, (Tel.: +33 3 20 28 26 52; mailto: <u>mpalmer@pictanovo.com</u>) Responsible for the communication: Marianne Béarez (Tel. : +33 3 20 28 53 55; mailto: <u>mbearez@pictanovo.com</u>)
Webpage	*URL or link of Facebook/ LinkedIn pages if the frontrunner does not have an official webpage* <u>http://www.pictanovo.com</u>; <u>https://www.facebook.com/pictanovo</u>; <u>https://twitter.com/pictanovo</u>; <u>https://vimeo.com/pictanovo</u>; <u>https://www.youtube.com/user/Pictanovo</u>;
Short Summary	*Synthetic description of the frontrunner including overall characteristics or summary (role, implementation scale, etc.). [Max. 3 lines written]* Pictanovo is a regional center of excellence for Digital Images and CCIs, a tool for the implementation of the regional policy of

		support for film and audiovisual creation and CCIs. Pictanovo also animates the image community in the region, building on sites of excellence of Arenberg Creative Mine (Wallers Arenberg), Plaine Images (Roubaix-Tourcoing) and Serre Numérique in Valenciennes.
1. Selection criteria	**Relevance**	*In this section, provide information concerning the selection of the frontrunner case, highlighting specific information about it (role, technical/procedural solutions). Please, justify based on the relevance of ChIMERA thematic. [700-900 characters]* Pictanovo developed from a core of audio-visual activities integrating new sectors with the merging with Pôle Images, the digital sector (serious game, web documentary, series, animation, new writings, etc.) and expanding geographically in a border area on sites of excellence of Arenberg Creative Mine (Wallers Arenberg), Plaine Images (Roubaix-Tourcoing) and Serre Numérique in Valenciennes. The Digital Images and Creative Industries's Strategic Activity Domain (DAS), promoted by Pictanovo, acts in favor of cross-border cooperation. Wallimage's Walloon counterparts and Flemish counterparts sit on the Board of Directors. The Interreg V Protopitch 3.0 project, of which Pictanovo is the leader, will consolidate its links over the next four years (2017-2020). Therefore, in PICTANOVO there is the cross-sectoral presence of audiovisual, videogames, serious games, music and performing arts: this mix is typical in the MED area. Pictanovo focus on innovation sum up with the Regional will to develop the Digital Images and Creative Industries chain, notably through innovation. PICTANOVO created the fund, "Interactive Experiences" which aims to support and consolidate the hybridisation of new technologies and culture (new forms of audio-visual writing such as transmedia and video games; prototypes crossing artistic content and technology; cooperation between artists, researchers and companies). In 2015-2016 PICTANOVO contributed to: the Regional Economic Development Framework (SRDE), the Regional Economic Plan for Development, Innovation and Internationalization (SRDEII).
	Sustainability	*Positive impacts for the CC sector (production, cohesion, job opportunity, etc.) and the elements or perspectives that can guarantee the progressive outcomes. Also, explain if those elements belong to a short/middle/long term perspectives and if the durability of the case could generate other positive results. [700-900 characters]* Pictanovo hosts an annual equivalent of 700 days of shooting, co-produces close to 100 works per year

and animates directly and indirectly an ecosystem of 30,000 professionals, 3,500 students from more than 60 diploma programs and 2.000 companies. Pictanovo invests 4.5 million of euros to support projects in the region and to encourage the localization of works on its territory. The economic spin-offs for the territory average at around 18 million euros per year in the period 2013-2016 (employment of actors, technicians, audiovisual companies, restaurants, hotels, etc).

	Funding	*Expenses carried out in the region*	*Percentage ratio Funding / Expenses carried out in the region*
2013	3.079.000 €	18.682.880 €	607%
2014	*2.528.500 €*	*13.176.950 €*	*521%*
2015	2.602.650 €	26.950.788 €	1.036%
2016	2.323.200 €	12.897.677 €	555%

Source: Rapport d'activités PICTANOVO (2014, 2015, 2016)

Fonds Expériences Interactives*

	Funding	*Expenses carried out in the region*	*Percentage ratio Funding / Expenses carried out in the region*
2014	710.000 €	1.871.592 €	264%
2015	743.700 €	1.977.113 €	266%
2016	610.00 €	2.908.917 €	477%

(*)Sum of three areas of intervention: Cultural Mediation and Other CCIs; New Media; Video Games
Source: Rapport d'activités PICTANOVO (2014, 2015, 2016)

| | Transferability | *Describe if and how the frontrunner case can be transferable. Provide elements concerning the compliance with local legislations, the dependence from punctual conditions elsewhere the external condition needed for the application in other contexts. [700-900 characters]*

Framework conditions transferable/replicable in other contexts: a strategic vision of the region with regional strategic priorities embodied in the regional economic development plans (S3 included); regional will to develop the Digital Images and Creative Industries sector, notably through innovation; strong involvement of region and municipal authorities of the cross-border territory. PICTANOVO is part of a network or regional initiatives on culture-led development projects (Euralens Project; digital cultural cluster of Lens; Plaine Images in Lille; Serres Numérique in Valenciennes). Co-financing mechanism: the National Center for Cinema and Animated Image (CNC) launched in 1989 a contracting policy (the so-called "1 euro of the CNC for 2 euros of the Region"). Beginning in 2004 a long-term partnership with local and regional authorities was established (triennial conventions between the State (Regional Directions of Cultural Affairs), the CNC and the Regions. *Transferable not-institutional framework conditions*: the set-up of a movie-friendly network of cities; professional associations networks; cooperating network of training and education institutes; dedicated regional and trans-regional events (also for prototypes and models), laboratories and structures; distribution networks; euro-regional partnerships; complimentary competences of chains; sites and regional poles. |
| | Motivation and the usefulness in a EU wide context | *A synthetic explanation of the coherence with EU framework policies, if response to the main CC challenges, boosting clusters, increasing community awareness, etc. [700-900 characters]*

Pictanovo characteristic and dynamics are coherent with EU framework of support to cultural and creative industries. As the main subject of the Digital Images and Creative Industries's Strategic Activity Domain, Pictanovo is at the same time the protagonist and witness of the CCIs environment change resulting from digital technologies. Pictanovo strategic objective of enabling the emergence of young talent (4 editions of the competition Challenge Jeunes Talents) and the renewal of the Digital Images and Creative Industries is coherent with EU Commission's priority in the field of CCIs focused on the Response to changing skills needs by promoting innovation in education. Concerning the EU Commission's priority related to the Development of policies and initiatives to promote market access for and investment in CCIs, it can be said that this represent a challenge also for Pictanovo. If Pictanovo makes Hauts de France |

		the second region in terms of funding dedicated to the chain Digital Images and Creative Industries, the audio-visual sector is not fully registered in the market economy as creation and production are based on a pre-financing economy where public intervention is strong (chain obligations, CNC co-financing, intermittent arrangements, collective agreements, etc.). PICTANOVO activity is coherent with another relevant EU priority regarding CCIs, that is the mobility of artists and culture professionals. The dense regional, national and cross-border networking activity and the creation of cross-border funding partnerships (Transregional Interactive Experiences) and contacts make Pictanovo already a best practice.
2. Typology of the operation	Infrastructure	*If is a cluster, association, platform, incubator, etc. [Max. 100 characters]* Pictanovo is a non-profit association founded in 2013 by CRRAV (Regional Audio visual Resource Center) and Pole Images
	Effective procedures	*Project management, monitoring systems, policies, etc.* 4 levels of consultation enable to animate a shared and unifying governance of the components of the Digital Images and Creative Industries chain: the regular holding of offices and boards of directors (in compliance with the statutes); the quarterly meeting of the external monitoring committee (in compliance with the statutes); the holding of the offices of the DAS (Strategic Activity Area) of Digital Images and Creative Industries (in line with its mission of the region); the quarterly meetings with all the 7 organizations represented in the of the Board of Directors of Pictanovo in order to ensure a continuous dialogue. It is up to Pictanovo to organize, under its missions as a regional pole of excellence, the ecosystem of the Digital Images and Creative Industries. Permanent and continuous consultation is built within the body: the DAS office (Strategic Activity Area) provided by SRISI (Regional Innovation Plan - Intelligent Specialization). During the year 2016, dialogue with 7 professional associations was supported and regular meetings were held to promote exchange and cooperation. The frequency of meetings is dependent both on the internal organization of each association and on the activity of each professional family; Professional associations that do not have specific problems to raise decline the proposal of appointments. In total, Pictanovo organized 12 meetings in coherence with its role as animator of the Digital Images and

Creative Industries sector.

To consolidate the complementarity of the three sites, since February 2015, a Sites Committee meets regularly: it is composed of the general management of Pictanovo and the directors of Arenberg Creative Mine, Plaine Images and Serre Numérique.

Number of meetings	2014	2015	2016
Executive committees	3	6	5
Board of Directors	3	5	5
Digital Images and Creative Industries DAS - Executive committees	3	5	5
Meetings with professional associations		17	12
3 Sites Committee	-	3	2

Source: Rapport d'activités PICTANOVO (2014, 2015, 2016)

Community involvement	*Describe the impact of the frontrunner case in the community: Education of citizens, schools, etc.*
	Actions directed at citizenship are scarce. PICTANOVO, on the other hand, has developed a process of so-called "structuring actions" and events involving a number of communities: the research community, the community of professionals (9 associations are members), the Lille - Nord de France University and Institutions community and some Territorial realities structured in the form of communities (Porte du Hainaut agglomeration community, the urban community of Dunkerque.

With more than 20 schools representing nearly 60 courses and training courses in the field of Digital Images and Creative Industries the Hauts-de-France region offers favourable conditions for the emergence of talented youth from school promotions. PICTANOVO invested in actions dedicated to highlighting the talents and skills of students in the region who rely on the use of innovative tools. The regional event "Challenge Jeunes Talents" (the first edition took place in 2011) brings together 22 schools in the region and integrates with the dynamics of the Campus of Digital and Creative Industries. For the

		2013 edition, 40 projects from 19 courses in the Nord-Pas de Calais region were registered in the following categories: video games, journalism, mediation, art and design, Animation, fiction and diffusion. 23 projects were selected for inclusion in the catalogue and each of the authors met, at least once, with a professional. To achieve this result, a complex process was set up: facilitating the student network in order to encourage them to apply; regular communication made via mail and on the blog (www.challengejeunestalents.com). Several partnerships have been concluded with information networks: Mineurs du Monde, the Nord-Pas de Calais Generation blog, Talents Around, Créativallée, NFID, media Wéo and La Voix l'Etudiant. The development of a communication kit, downloadable on the blog, was sent to each school. In 2014, 36 projects from 16 regional courses were presented in the following categories: application / site, animated film, video art, transmedia / webdoc, cultural and audio-visual mediation. For the 4th edition, a new website www.challengejeunestalents.com has emerged and replaced the two blogs to better control communication and on online votes. In 2016, students from 16 different courses submitted 39 applications. The 16 projects nominated met a professional in connection with their field of activity. They may have had a constructive return from them.
	Networking	*Describe the relation so far established by the frontrunner case, if has developing "trust building" generalized to municipal, regional, national and international scale.* At regional level, it should be said that the networking process was bi-directional and determined by the relevant stakeholders. In fact since 2005 the Nord-Pas de Calais region confirmed its determination to count among the most active European regions in the Creative and cultural. It has thus registered its aim in the SDRE (Regional Economic Development Scheme) as in the SRI-SI (Regional Diagram of Innovation for an Intelligent Specialization). PICTANOVO translated this strategic will by creating a dedicated fund, "Interactive Experiences", of € 1 million, the aim of which is to support and consolidate the hybridisation of new technologies and culture (new forms of audio-visual writing such as transmedia and video games; prototypes crossing artistic content and technology; cooperation between artists, researchers and

companies). In 2016, PICTANOVO contributed to the Regional Economic Plan for Development, Innovation and Internationalization (SRDEII).

At national level, PICTANOVO inherited a network of relations. The "trust building" process started in 1989 as CNC (National Center for Cinema and Animated Image), initiates a policy of contracting with local and regional authorities, particularly at the regional level: assistance with writing, development, cinematographic and audio-visual production, as well as hosting shoots. The contractual relationship between the Nord-Pas de Calais region and the CNC is based on the measure of the "1 euro of the CNC for 2 euros of the Region". The objective was to face the polarity of Parisian cinema and the audiovisual profession, to qualify players in the region by focusing on professionalization: authors, technicians,

Comedians, young talents, project promoters, technical services companies and to set high value-added activities in the regions.

The Euro-region of Brussels-Capital, Vlaanderen, Kent, Nord-Pas de Calais, and Wallonia is an ambition of the region and Pictanovo has contributed a leader in the Digital Images and Creative Industries industry. Cooperation with the Walloon and Flemish neighbours has been translated at several levels into complementary actions (see below). The cross-border reality is a quite complex reality for the Digital Images and Creative Industries sector. If Belgium, by its fiscal and regulatory environment, is clearly competing by proposing an attractive offer of tax exemption, for PICTANOVO the cross-border space constitutes nevertheless a space of opportunity of business and activities. PICTANOVO is also member of the European network Ciné Regio, an association of 43 regional funds from all over Europe.

Pictanovo and the Belgian cluster Wallimage have a broad experience with financing animated films or pilots. In 2014, both regional funds gave a real transregional dimension to the "Interactive Experiences" programme, set up by Pictanovo and co-financed by Wallimage since two years. The goal of the Transregional Interactive Experiences, a funding line of €300,000 financed equally by Wallonia and the Nord Pas-de-Calais, is to encourage collaborations between the two regions, but also with other regions in Europe.

Protopitch is the competition born in 2012 for innovative projects in the creative industries of Flanders, Wallonia and Nord-Pas de Calais. After a first edition of 2012 in the framework of another event (the

	Innovation Week), ProtoPITCH has become an event in its own right and takes on a Euro-regional dimension with a tri-partite steering: Flanders (leader in organizing the event at Kortrijk), Wallonia and Nord Pas de Calais and a larger communication (including social networks). Candidates are invited to submit a project in the areas of video gaming and serious gaming, audio-visual, transmedia, or more broadly, of technological creativity. In 2106 the Interreg V project "ProtoPitch 3.0" was launched, bringing together five main partners: Pictanovo, La Maison de l'Entreprise, Mons-Be Wap's Hub (Tournai), OCWEST and TUAWEST (Courtrai).
3. Context of implementation	*Provide a description of the context of implementation giving importance to territorial (local, regional, national, etc.), social, cultural and economic aspects.* The context of implementation is quite complex as Hauts de France Region is the poorest region of metropolitan France regarding income and socioeconomic indicators but at the same time is performing quite well in niche sectors and sectors of interest for this report, thanks to the institutional commitment. Although the process of reconversion, in which institutional consultation and cultural industry played a significant role, began in the early 1990s, the region faces unemployment and poverty. In fact, the difficult reconversion of a productive area oriented towards "old industries" has led to an increase in unemployment and poverty in the region. The participation rate (70%) is lower than the metropolitan average (73%). The unemployment rate is the highest in metropolitan France: 12.2% of the region's assets are unemployed in 2016, compared with 9.7% in metropolitan France. Unemployment affects seniors and young people more strongly; Long-term unemployment is more frequent. The region is also particularly affected by poverty and in 2013, 18.2% of its inhabitants lived below the poverty line. Four percentage points higher than that measured in metropolitan France, this proportion places the region second to last after Corsica (20.2%). This situation compounds with a more degraded health status for the regional population. For example, life expectancy at birth remains the lowest in metropolitan France, although mortality is substantially reduced at the same rate as in metropolitan France. With an area of 31,813 km² and 6,006,156 inhabitants in 2014, Hauts-de-France is the densest region in France and the third most populous. The region is also one of the most populated in Europe, comparable to its Belgian neighbour Flanders. Its population represents 9.4% of the population of metropolitan France. Between 2009 and 2014, the population of the region increased by

0.2% per year, compared with + 0.5% for the metropolitan population. The Hauts-de-France region is the youngest in the metropolitan France as the median age (half of its inhabitants are under the threshold) is 38, while in metropolitan France is 40. Similarly, the share of under-20 (26.5%) is two percentage points higher than the national average (24.4%).

Thanks to its offer of higher education, Hauts de France is the 3rd region for the reception of students. It is particularly well placed in the field of engineering and paramedical schools. However, the region suffers from a training deficit. Indeed, the educational delay at the start of the sixth year affects 15% of students, compared to 12% at the national level. The baccalaureate success rate is also one of the lowest. This lower level of training leads to difficulties in entering the labor market. Thus, 28% of young people aged 18 to 25 are NEETs, compared with a quota of 22% in metropolitan France. In addition, the unemployment rate for youth aged 15-24 is 32% and is the highest in metropolitan areas. One of the challenges for the region will be to increase the level of training of the population: the share of graduates of higher education is very low (30% against 35% in metropolitan France in 2013).

The Hauts-de-France region enjoys a privileged position in the heart of the Paris-London-Brussels triangle and it represent a strategic crossroads between Île-de-France and Northern Europe. A part of the regional territory, situated to the south of the Oise river, is under the influence of the Paris region. Almost 125,000 workers reside in the region and work in the Île-de-France region. In the north, there are intense commuting flows with Belgium, 26 000 workers residing in the region work in Belgium, while 10 000 people make the reverse journey.

The Hauts-de-France is the most urbanized French region after Île-de-France. Nearly 90% of the population lives in a large urban area. Lille, Douai-Lens, Béthune and Valenciennes alone account for 41% of the population, whereas they account for only 10% of the territory. In the northern part of the region, links between agglomerations are reinforced by mobility between them. In the south, it is composed of a territorial landscape formed of urban poles surrounded by a vast areas dominated by agriculture and nature, with no significant relationship between them. The metropolis of Lille is one of the main economic engines of the Hauts-de-France. It has wide influence over neighbouring area thanks to its ability to polarize local labour markets. Thanks to his command functions and the presence on his territory of many strategic jobs, Lille radiates over a vast space, both national and European. Urbanized, the region is still strongly agricultural in the center and the east. Low density or very sparsely populated communes cover 85% of the regional territory but contain only 31% of the regional population and less than 20% of employment. The access to common equipment and services for inhabitants of these areas are the lowest.

As in other French regions, the Hauts-de-France economy is continuing its transformation with a loss in the secondary and a boom

in the tertiary sector. The share of industry in regional value added has narrowed from 50% in 1970 to less than 17% in 2013. However, industrial sectors remain present in the region. The manufacture of transport equipment is one of the leading sectors of the regional industry. The region is also the first French region for the manufacture of automotive equipment. The automotive industry employs 29.500 people, representing 13.6% of the national workforce, placing it second in the national rankings behind Île-de-France. Hauts-de-France is also a leader in the construction industry (4,200 employees, 30.0% of national employees), the 3rd largest in the country for metallurgy (11.5% of employees in this sector) and 3rd in the chemical industry. Finally, thanks to the presence of highly specialized agricultural activities, the region ranks 4th for the number of employees in the agro-food industries.

A booming tertiary sector has accompanied the downturn in the industry and accounted in 2014 for almost 75% of regional value added. The region is characterized by an over-representation of the non-market tertiary sector, in particular health and education, which account for more than 9% of national employment in the sector.

In the commercial tertiary sector, high value-added activities such as computer and communication services and professional, scientific and technical activities are on average less present in the region. Jobs are more jobs ox execution than design or management. Thanks to its position as a geographical hub, the transport and logistics sector is well established in the region, which ranks 3rd in the country. In terms of tourism, the region has a remarkable coastal area and a diversified cultural offer. While the supply of training in higher education is well-developed, regional universities welcome a modest number of doctoral students and the region's weight in national knowledge production (knowledge economy) is limited.

R&D activity, which is a factor in the process of economic growth, is increasing, but the effort is half the national average level. This low level is explained by the importance of sectors with low or medium technological intensity such as the agro-food industry and metallurgy. The bulk of the expenditure is borne by the companies, but the region is notable for the heavy public spending in R&D. Eight competitiveness clusters are located in the region and concern sectors such as research on high-tech materials or agro-food products.

Regarding the cultural aspects of the implementation context, public engagement has been translated into a series of medium to long-term initiatives, funded under a strategic vision of the development of the area, as demonstrated by the recent (end 2016) commitment in the Rev3 project which aims to initiate in the region the third industrial revolution based on a sustainable and digital economy. If we look at the culture, we see that the context has been deeply altered by public intervention, thanks to the compounding of a series of in a region whose productive vocation was in severe crisis since the 1980s. –the region, ridden with

	economic difficulties linked with the decline of leading industries (mining) was chosen to host the first decentralised building of the prestigious Louvre Museum back in 2004. Inspired by the "Guggenheim effect" in Bilbao, the Nord–Pas de Calais Region has sought to develop its own strategy on an even larger scale. Euralens Association was officially set up in 2009 and in 2012 Louvre-Lens museum opened while de mine basin received UNESCO recognition as World Heritage site. Region has invested in other culture-led development projects as the regionals capitals of Culture (Dunkerquer 2013 and Mauberge 2015), a decentralised branch of Institute du Monde Arabe in Tourcoing (2011) and the development of the "Pole numerique culture" in conjunction with Louvre-Lens initiative.
4. Aims and activities	*Describe in a detailed and synthetic way the objectives and the activities. Please consider it under a technical point of view.* The Strategic Plan and Action Program 2014/2016 provided for the following objectives and actions. *1ST OBJECTIVE: TO ACCELERATE THE CONSTRUCTION OF A STIMULATING ECO-SYSTEM* **1-1 Listening and Reporting to the Community** Actions*:* Increased consultation with partners; Progress and update of the 2014/2016 strategy during the annual Pictanovo Day (1/2 day); Follow-up of the evolution of the "Content industries" sector; Establishment in 2014 of a regional monitoring system (audit of the needs of professional associations; validation of the regional monitoring; monitoring bulletin: development of monitoring activities at the sectorial level). **1-2 Building bridges between genres and between families** Actions: a) Organization of 6 monthly meetings with professionals; Establishment of 3 meetings with "great witnesses" on the societal challenges of digital transition; Organization of 7 professional meetings in 2014 on cross-cutting themes; Formalization of partnerships in the regional environment of digital technologies; Identification of companies at the intersection of centres of excellence and competitiveness; Opening of the TAF database (technicians and comedians of the cinema and the audio-visual sector) of Pictanovo to the directors and the technicians of the animation and to the video game; Provision of thematic experts by Pictanovo. b) Accompanying the introduction of alternating training; Launch of a Master's Degree in Creative Business Management; Joint module co-produced and shared by regional trainings on awareness-raising on the creation of creative enterprises; Participation in Transmedia Immersive University; Reflection on the possible links between Pictanovo's training and the European Academy of Digital Excellence (PRN) and other

specialized structures.

1-3 Strengthening links between Territories in the Region

Actions: Facilitate the meeting with federated actors by EuraTechnologies ("Smart Culture"), the Digital Cultural Pole (mediation in museums and e-books), Pictanovo partner sites and some poles (PICOM Industries of Commerce, I-Trans, etc.); Experimentation of an in-depth collaborative work with PICOM around the "Retail Innovation Center"; Continuation of the complementarity of the 3 sites by consultation and exchange of information between the 5 actors of the research; Sustainability Pole in Interactive Experiences of the funding of the Urban Community of Dunkerque and of the Digital Cultural, including participation in the support of projects.

1-4 Towards a Creative Euro-region

Actions: Organization of regular meetings between professionals from the 3 border regions; Sustainability of the ProtoPitch competition in its Euro-regional format; Creation of a financial package (100.000 to 150.000 euros) within Interactive Experiences reserved for co-productions with Wallonia and Flanders; Expansion of the partnership with the Belgian structures (Howest near Kortrijk, C Mine near Genk and Pôle Image near Liège) and Northern Europe in the creative industries; Support to Game in North for funding search for "Game Next" and "Art Game Weekend".

1-5 Continuing Reflection

Actions: definition of services to Pictanovo members; Thematic and geographical scope of actions (Definition of the mandate and resources for the animation of the Strategic Activity Domain "Digital images and creative industries", Partnership with other French regions; Reflection on a common regional vision with hi-tech companies; Support for companies outside the geographical area of sites.

1-6 Indicators

Actions: Estimate 9 impact indicator of actions

2nd OBJECTIVE: STRENGTHENING OF AUDIOVISUAL AND CINEMATOGRAPHIC CREATION AND PRODUCTION

2-1 Make durable and/or improve existing tools

Actions. a) Support for creation and associative production: Park of equipment upgrading continuation; Maintenance of the amount and financial packages of the Associative Fund; Strengthening the partnership with Le Fresnoy; Pictanovo training courses to improve the quality of projects submitted to the voluntary sector fund; (b) Support for private production and

creation: increased filming in the regions through the Filming Hosting Office; Deployment of the network of cities "Film Friendly"; Pictanovo training to cross a step-hinge; Perpetuation of "Docu Regio" to facilitate directors and producers' access to French national broadcasters; Accompaniment and co-financing of projects by the "Cinema and Television" Fund.

2-2 Inventing new levers

Actions. a) Documentary: Optimization of support for local documentaries between Pictanovo and SAEM Télés NPDC; Reflection on a financial help to doc writing (SAEM Télés NPDC; France 3 NPD; Pictanovo Cinema; TV fiction); Formalization of a concerted offer between Plaine Images, Le Fresnoy and Lycée Jean Rostand for the rental of their studios; Pictanovo's training sessions on TV series writing and the self-production of a demo tape by actors. b) Short film: Reflection on the links to be created between the associative funds and "Cinéma et Télévision"; Formalization of the accompaniment of young authors at the International Short Film Festival of Clermont-Ferrand. c) Animation: Reflection with SAEM Télés NPDC on a pre-purchase short film and production of an annual program on animation in the region; Launch of Pictanovo training courses on the dubbing and the screenplay writing of animation series.

2-3 Go on with the reflection

Actions. a) Training: Extension with the French regions of the Docu Regio "tool" to other genres (Fiction Regio); Launching with the schools of an animation production manager training. b) Shootings welcome: Policy of attraction of the TV series (evolution of the timing of Pictanovo financing); Welcome of non-funded projects (pubs, clips, web production, films not supported); Studios economic model as "Petits Meurtres" type; Interest and format adapted from an Educ Tour to attract shoots in NPDC; Financing of paper editions of catalogues of technicians and comedians by advertising. c) Upgrading of the projects: actions to promote the association of companies (operational and capital) for ambitious projects, notably in animation. d) Music: to encourage the creation and production relocation of original film music in the region.

2-4 Indicators

Actions. Estimate 8 impact indicator of actions

3ÈME OBJECTIF : CONFORTER LA CRÉATION ET LES MODÈLES ÉCONOMIQUES DES CONTENUS INTERACTIFS

3-1 Accompanying the innovation and R&D policy of companies in the sector

Actions. a) Support for enterprises: (i) transmedia - involvement of audiovisual producers and inclusion of new players (hi-tech companies or communication agencies); (ii) video game - support for companies offering dematerialized games with

IP; Iii) serious game – keep on with support to innovation and marketing; iv) cultural mediation - structuring in partnership with the Cultural Digital Pole. b) Coherence of the regional incubation scheme between the 3 sites and the 2 incubators; c) Support and co-financing of innovative projects by the "Interactive Experiences" Fund: i) improved project support through the internalization of thematic expertise; ii) creation of a "video game" line: support for dematerialized gaming with mastery of intellectual property (IP); iii) simplification of the themes' titles: transmedia, video game (including the serious game) and cultural mediation; iv) maintaining the eligibility of associations (€ 60,000 or 3 projects) and direct support for the laboratories involved; v) increased requests on the project's economic model of the and co-financing as an informed investor

3-2 Inventing new tools

Actions. a) Quantification of the direct and indirect impact of the "Interactive Experiences" fund and drafting of a precise annual balance sheet; b) launch of training courses on the writing of interactive projects (Pictanovo) and Data Analysis (PRN); C) Keep on with the process initiated by the research voucher by other R&D support schemes (CIFRE, joint enterprise / research laboratory); d) animation of the rapport with national and Euroregional funders and investors: presentation of the sector, communication, lobbying in connection with regional and national sites; e) strengthening the regional financial engineering system; f) experimentation on video games (with Game in North); g) structuring of an "interactive design and graphics" sector involving video game, animation and communication agencies; h) coordination with the digital publishing industry.

3-3 Indicators

Actions: Estimate 6 impact indicator of actions.

4TH OBJECTIVE: TO BE IDENTIFIED AS ONE OF THE 10 CREATIVE REGIONS OF EUROPE

4-1 Evaluation of the current communication system

Actions: Audit of the Guide to actors in the image and digital creation, guides for Comedians and technicians, newsletters, sites, social networks, press release, brochures, advertisements

4-2 Sustain and / or improve existing tools

Actions. a) Preview of the works of the "Cinema and Television" and "Associative" funds. Porsuit Partnership with the

regional festivals and the network of cities "Film Friendly"; c) Missions in France (MIFA near Annecy, Sunny Side near La Rochelle, CrossVideo Days near Paris, Cartoon Forum near Toulouse and Serious Game Expo near Lyon); c) participation in prospecting to attract major companies outside the region, in support of the sites and in coordination with Nord France Invest and the relevant metropolitan agency.

4-2 Emphasize the presence of PICTANOVO outside the region

Actions. a) Extension of national missions to the Forum Blanc (Annecy), Game Connection (Paris), Cartoon Movie (Lyon) and SIME / SITEME (Paris); b) Increased visibility under the regional banner "Pictanovo". Organization in 2014 of 9 missions including 6 with regional collective stand and 3 without stand; c) Experimentation of a Euro-regional presence at the White Forum with Wallimage / Twist.

4-3 Inventing new tools

Actions. A) To consolidate the quantified and validated analysis of the regional content industry in the regions. Extension to the creative industries within the animation framework of the DAS "Digital image and creative industries"; b) Visibility: (i) creation of a "Created in Nord-Pas de Calais" or "Designed in Lille Region" label to make regional policy more visible (Regional Council = 85% of the Pictanovo budget); ii) listing on the website and social networks of regional events on the 10 genres. Increased visibility of regional community meetings on the site and social networks; iii) participation in the WikiNorpa steering committee (digital platform) and better visibility of the associative production (creation of a dedicated space); iv) extension to audio-visual and interactive works produced in the regions and archiving of supported works in pivot format. c) markets and exhibitions: i) support for "Le Game", the French export brand for video games; ii) experimentation of a mutualized press release from the regional gaming companies at Game Connection (with Game In North). d) Dissemination: (i) creation of previews of the works supported by Interactive Experiences; (ii) participation in the implementation of the recommendations of the Regional Council Working Group on Diffusion.

4-4 Go on with the reflection

Actions. a) Consultation with the sites and other French regions on the relaunch of international missions; b) Simplification of the scheme, better impact assessment for companies, complementarity with the missions proposed by the sites (to be negotiated with CCI International and the Regional Council). B) Launch of multi-site and interactive previews. c) Relevance of a unifying event

4-5 Indicators

	Actions: Estimate 4 impact indicator of actions.
5. Results	*Describe in a detailed and synthetic way the results of the chosen case. Please consider it under a technical point of view. If possible, insert quantitative indicators of the results achieved.* **2015** 108 projects supported in 10 areas (6 full-length feature films, 2 TV single fiction, 5 television series, 6 animation series, 23 short films, 25 documentaries, 21 transmedia works and new writings, 4 video games, 4 cultural mediation projects, 12 videos, installations and performances) 108 projects generating 26 million economic spin-offs in the region; 617 services rendered to members of the Parc of technical equipment; 23 writing and development grants for documentary and fiction; 167 talents accompanied by 21 training sessions, one in partnership with Sciences Po Lille; 98 accompanied companies in 6 trade fairs; 492 interviews with project promoters and 132 companies visited on the regional territory; 2 projects selected for the 3rd edition of the Challenges Jeunes Talents regional operation (8 award-winning students); A shareholder of Game In Lab, a cooperative that manages the video game test platform and Silab (the Innovation Lab), an innovation center dedicated to the business of the future. 387 processed requests for filming generating 500 actual shooting days; 1500 sets listed throughout the region; 9 cities Film Friendly; 300 image and sound technicians and 200 actors referenced on guides published (paper and online); Member of Ciné Régio (European association of regional funds for audiovisual production), Film France (national association of film commissions) and Le Game (national video game association). 15 events involving 300 researchers and 100 companies; 3rd edition of the Muséohub event, dedicated to new technologies applied to museums; 50 national and regional professionals at the 5th edition of Think Tank TV 3.0 in Lille. 2 projects endowed by the trans-regional fund Interactive Experiences led by a French-Belgian jury; Creation and submission of the Interreg "Creacoach" project bringing together five main partners: Pictanovo, La Maison de l'Entreprise (Mons - Be Wap's Hub, OCWEST and TUAWEST in Kortrijk). 21 training sessions, one with Sciences Po Lille, which were offered to regional professionals. 14 sessions were actually held in 2015 (14 in 2014) representing 46 training days. These trainings involved 186 people (105 people in 2014). **2016**

		93 projects supported in 10 fields (6 full-length feature films, 2 television fiction films, 4 television series, 4 animated series, 22 short films, 22 documentaries, 12 transmedia and new scripts, 3 video games, 4 cultural mediation projects, 14 videos, installations and performances).
		121 projects generating 16 million economic spin-offs in the region; 1,485 services rendered to members of the Park of technical equipment; 28 writing and development aids for documentary and fiction; 313 talents accompanied by 58 training sessions, one in partnership with Sciences Po Lille; 44 accompanied companies in 7 trade fairs; 460 interviews with project promoters and 276 companies visited on the regional territory.
		518 processed requests for filming generating 624 actual shooting days; 59 new sets listed; 300 image and sound technicians and 200 actors referenced; Pictanovo is Member of Ciné Régio, European association of regional audiovisual production funds, Film France, national association of film commissions and Le Game, national association of video games; Member of Lille's French tech and of the national network EdTech - Entertainment of French Tech; Member of the regional campus of the Digital Images and Creative Industries trades
		9 events involving 300 researchers and 100 companies; 4th edition of the Muséohub, event dedicated to new technologies applied to museums; 75 national and regional professionals at the 6th edition of Think Tank TV 3.0 in Lille; 4 editions of the Pictanovo Club bringing together 120 regional professionals.
		Launch of the Interreg "ProtoPitch 3.0" project bringing together five main partners (Pictanovo, La Maison de l'Entreprise (Mons-Be Wap's Hub (Tournai), OCWEST and TUAWEST (Kortrijk)) ; 4th edition of the Challenge Jeunes Talents operation within the framework of the Regional Campus for Digital Imaging and Creative Industries; piloting of the regional bid to host the international festival of TV series; Piloting of the regional bid to host the first Emile Awards ceremony
		In 2016 313 talents accompanied by 58 training sessions, one in partnership with Sciences Po Lille.
6.	Final sources	*Please provide detailed information about the costs of the frontrunner case with emphasise on Project costs, administration costs (including staff costs and management costs for each year), potential incomes (sources and yearly amount).* Voted budget in 2015 was € 2,720,000 of which the contribution from the local authority was € 1,860,000 and the Contribution of the CNC was 860 000 €. The Budget allocated was € 2,867,250.
7.	Evidence of success	*Describe if the frontrunner case has been already successfully selected and considered, if it has been awarded at local, national or EU level, if the frontrunner case has been reviewed by scientific analysis. Provide link to detailed information sources.*

PICTANOVO acts as a stakeholder for its domains of expertise within a regional, national and cross-border network established over the years. As a multifunctional entity, PICTANOVO acts more as a facilitator - then selecting and promoting subjects and initiatives – than a user or a passive subject. In 2015 the movies, animations, documentaries, etc., shouted or produced at PICTANOVO totalised 19 awards, 21 in 2016.

2016

Candidacy within the EdTech - Entertainment Thematic Network of French Tech. At the request of the European Metropolis of Lille, PICTANOVO piloted the candidature of Lille's French Tech to integrate the thematic network Cultural Industries and Creative. In July 2016, the candidature was positively received and Pictanovo integrated the EdTech - Entertainment thematic network.

Home of the first European ceremony Emile Awards. The Board of Directors of the European Animation Awards chose Hauts de France and its regional capital (Barcelona, Vienna and Tenerife were also in the running) for the Emile Awards ceremony in November 2017, which are destined to become the European Annie Awards. Hosting of the International Festival of TV Series. Pictanovo pilot, at the request of the President of the Hauts-de-France region, the region's bid to host the International Television Series, the ambition of which is to be the equivalent of the Cannes for television fiction. This initiative comes from the Minister of Culture and Communication in liaison with the President of the CNC.