Załącznik nr 2 do zapytania ofertowego

z dn. 28.06.2018 r.

local EX-ANTE ASSESMENT:

Centrum kreatywności

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| D.T3.1.2 | Bydgoszcz/ Polska |

**ANALYSIS OF THE STATE**

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| **LOCATION** |  |
| Name and address |  |
| Map and photo | *Please insert a map where the pilot location is visible and a small representative photo of the site* |
| Location | * *City centre* * *Suburbs* * *Industrial zone* * *Rural area* |
| Description of the location | *Please shortly describe the main characteristics of the location, such as:*   * *Is the location close/distant from highly frequented streets/squares?* * *How are the links with urban mobility?* * *Is it close to other relevant places/points/monuments?* * *What other relevant public/private services are in the close neighbourhood (e.g., Public: kindergarten, library …; Private: bars, clubs, shops …)?* |

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| **SITE/BUILDING** | *In case that your pilot site presents only part of the building you should focus your description on that part, but of course, you should also mention relevant information about other parts of the building, especially those which influence your pilot site. If your pilot site presents an independent building in a complex of other buildings, you should focus only on your building, and describe the most relevant information about the whole complex in the next section – links to the neighbourhood.* |
| **Physical conditions** | * *Square meters of space available* * *Number of rooms* * *Physical condition (general assessment)* * *Existing equipment* * *…* |
| **Heritage asset restoration** | *Please describe the main characteristics with regard to the restoration of your pilot site as the heritage asset:*   * *Is the pilot site protected as listed heritage building (or not?)* * *Shortly explain what measures need to be applied according to the protection level to restore the pilot site?* * *Major challenges?* |
| **History of the building** | *Please shortly describe the most relevant historic facts, such as:*   * *Construction year:* * *Closure year:* * *Original use:* * *The reason for decline:* * *Importance of the building for local population - historic identity (e.g. important factory, important palace, local post office …):* |
| **Ownership** | *The site is owned by:*   * *Private person/company/organisation* * *City* * *State* * *Other(please specify)* |

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| **LINKS TO THE NEIGHBOURHOOD** |  |
| **Presence and links with other actors or initiatives** | *Please name the relevant actors or initiatives which are already present in the area (in the building or close neighbourhood) and describe if they are linkable (or perhaps in conflict) with the Pilot project/Management Manual focus* |
| **Socio-economic characteristics of the neighbourhood** | *Please shortly describe only the main socio-economic characteristics (e.g., if this is a residential area of mainly the lower income class …).* |
| **Impact on surroundings** | *Please describe the positive or negative impact that the building/pilot site currently has on its surroundings (e.g., if the building is falling apart and presents a danger, or it presents a meeting place for specific groups of people in a positive or negative way, attracts tourists …)* |
| **Identified citizens needs related to the pilot site** | *Here you should use relevant information from the focus groups or from any other existing analysis or knowledge acquired elsewhere, but describe here the more general needs of the neighbourhood residents, NOT very specific needs related directly to the future use as this will be described later on.*  *Here you should describe for example identified lack of a place for sports, as well as a concert venue, even if your pilot will in fact not include sports activities …* |
| Regeneration/renewal programme(s)[[1]](#footnote-1) | *Here you should specify if the pilot site is part of any existing Regeneration/renewal programme(s).* |

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| **EXISTING CONTENT** | *Shortly describe the existing content-related activities, if there are any (e.g., office, co-working, theatre, gallery, studio, museum, library, tourism, supplementary activities such as bar, rent a desk, bookshop …).*  *Also, describe if these activities have a specific focus.*  *In case that your pilot site presents only part of a building and is (will be) very closely linked to other parts, you should also very shortly describe the relevant activities there and their focus.* |

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| **MANAGEMENT** |  |
| **Public administration (PA)** | *Which PA department is responsible for the site?* |
| **Management** | *Who manages the site, if anyone?*  *- Private person/company/organization;*  *- City;*  *- State;*  *- NGO;*  *- Other (please, specify)* |
| **Management structure** | *What is the management structure like, if there is any (e.g., director, artistic director, the board of directors ...)?* |

**SWOT ANALYSIS**

**SWOT**

Your SWOT analysis should of course be focused on your pilot site. However, if your pilot site presents a room within a building or a building within a complex of buildings, specific characteristics of the whole building/complex can significantly influence your project. Consequently, such impacts should of course also be captured in the SWOT analysis, but always through the perspective of your pilot site.

Strengths and Weaknesses are internal factors which mean that they can be influenced by the partners in the pilot project (public administration in charge of the pilot, existing/future site manager, other CCI operators involved …).

Opportunities and Threats are external factors cannot be influenced by the partners in the pilot project (public administration in charge of the pilot, existing/future site manager, other CCI operators involved …) but have to be taken into consideration as factors that are favourable or unfavourable for implementation of the pilot. Usually, opportunities and threats present some quite general trends in specific country or in Europe, world (e.g. increasing migration, economic crisis, increasing market for luxury products/services …).

Fill in the SWOT matrix below with facts that you already described in the Analysis of the state above or other relevant facts that are known to you. Please also describe each fact in the matrix with at least a few words so that it will be understandable. Think about different aspects such as cultural, historical, physical, managerial, programme-related, political and administrative, socio-economic.

Below we give you some examples. Please add others, which are relevant for your pilot. Usually, you can find more advantages and disadvantages and less opportunity/threats, which is ok. There is also no need to fill in all the subsections in the matrix – for example in your case there might be no disadvantage advantage regarding the Existing content, which is ok also ok.

Examples to be put into the matrix:

*Location:* For example, central location can present good public transport connections (advantage), lack of parking places (disadvantage), the general trend of increasing cultural tourism (opportunity) …

*Site:* interesting architecture attracts tourists (advantage) but the building is in bad shape or there are ownership disputes (disadvantage); increasing cultural tourism (opportunity), decreasing funds for cultural heritage protection (threat) …

*Links to the neighbourhood:* The site is located in the neighbourhood where most of the residents have low income and low budget to spend on the cultural programme (disadvantage), the existence of regeneration programme (advantage), economic crisis (threat), increasing citizens’ incomes (opportunity) …

*Existing content:* existing content already attracts relevant target groups (advantage), existing content has no synergy with potential future activities (disadvantage), increasing demand for CCI products/services (opportunity) …

*Management:* strong public administration support (advantage), existing management lacking business skills (disadvantage), lack of cultural management experts in the country (threat), many experienced cultural managers available in the country (opportunity) …

Table 1: SWOT analysis

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| **Strengths**  Location:  - The pilot site has very good public transport connections due to its central location  - ...  Site:  - Interesting architecture attracts tourists  - ...  Neighbourhood:  - There is an existing regeneration programme for the part of the city where the pilot is located  - …  Existing content:   * Existing content already attracts relevant target groups   - …  Management:   * Strong public administration support   Other: … | **Weaknesses**  Location:  - Due to central location, there is a great lack of available parking spaces in the neighbourhood  - ...  Site:  - The building is in bad physical condition  - ...  Neighbourhood:   * Most residents have low income and low budget to spend on cultural programme * …   Existing content:  - ...  Management:   * Existing management lacking business skills   Other: … |
| **Opportunities**   * General trend of increasing cultural tourism * Increasing citizens’ incomes * … | **Threats**   * Decreasing funds for cultural heritage protection * Economic crisis * … |

**FUTURE USE**

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| **Strategies/policies/**  **legislation (if existing)** | *Please, shortly describe which strategies/policies/legislation (if any) will influence your pilot project (future use, as it was described in the Application form) the most and how.*  *Think about cultural, cultural-heritage, spatial, economic, regeneration and national/regional/local aspect.*  *Here you should also refer to the document D.T1.2.1 Researches on legislation and policies at local level – this will demonstrate the use of previously generated project documents as well as help you avoid writing too many details.* |
| **Objectives/aims** | *Shortly describe the general objectives/aim of your pilot project with regard to the following aspects:*   * *Economic* * *Social* * *Environmental* |
| **Citizens’/stakeholders’ needs** | *Based on the results of the D.T1.5.1, D.T1.5.2 and D.T1.5.3 (which you should also refer to), shortly describe the identified relevant groups and their needs/wishes/expectations related to the future use of the space. Here you should focus on those needs which are more closely related to your pilot project.* |
| **Programme/content recommendations** | Future use:  *Here you should describe some recommendations for the future use with regard to the content. The proposed programme/activities orientations should logically derive from the analysis of the state. There is no need to be very specific, as a more concrete proposition of programme/activities should be prepared by the potential Pilot managers in their application.* |
| Existing content:  *Describe if you perhaps desire that some of the existing activities/stakeholders (if there are any) stay in the same location after the change of management.* |
| Improvements required:  *Please, list any improvements required to the building and/or property (including available parking places) to adaptively reuse the existing building/property for the future use described above.* |
| Synergies:  *Think about what are the synergies between existing and future activities or with other relevant activities in the neighbourhood?* |
| **Recommendations based on good practices** | *Based on D.T1.1.3 – Analysis of the transferable elements of the best practices you should give some recommendations which are specifically relevant for your pilot site and should be applied to your case. You should also refer to this document in your text. (Besides that, some recommendations can also be found in Chapter 5 of the preliminary Management Manual, dated October 30th, 2017.).* |
| **Financial aspect** | Estimated total investment/costs *of the site reuse (if you have any estimations):* |
| Potential financial funds: *Describe different possibilities taking into account total costs, future use and available funds:*   * *Public:* * *Private:* * *PPC:* |
| **Potential challenges** | *Summarize the key (potential) challenges for the successful realization of your pilot activities.* |

**CONCLUSION AND ASSESMENT OF THE PILOT:**

Firstly, here you should summarize the most relevant findings of the document.

Then, you should compare the findings of the analysis with the pilot project as was proposed in the Application form. Why did you decide for such a pilot project? Was your decision based on some other analysis/information? Could you say that the results of the Ex-ante analysis support your decision?

The final conclusion should be an assessment of the pilot content as was proposed in the AF. In case that the proposed pilot activities in the AF are not in line with the results of the Ex-ante analysis, the results should help you spot opportunities for additional or alternative uses that could strengthen your project.

**REFERENCES:**

Please list all the FH project documents/deliverables that served as input to your analysis or any other documents which were used.

1. Programme for the economic, social and environmental renewal and improvement of rural and urban area(s). [↑](#footnote-ref-1)