



CREATIVE SPIRITS

OPERATIONAL IMPLEMENTATION FRAMEWORK

SOFIA

FOR THE CREATION OF A NEW OPEN AREA FOR ART AND CULTURAL
EVENTS AS PART OF THE STRATEGY OF DEVELOPMENT OF THE
CULTURAL SECTOR IN SOFIA “SOFIA – CREATIVE CAPITAL”

Sofia Municipality intends to create to an open area for art and cultural events. A place for various art events supporting the cultural politics of Sofia, the artistic debut, the cross-sector partnership and the process of developing new audiences with a priority target among the children and the young people.

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SECTION 1 – BASELINE POSITION

1.1. Sofia

Sofia is the capital of Bulgaria and the biggest political, administrative, cultural and educational centre in the country, with a current population of 1.8 million inhabitants. Sofia Municipality is an administrative unit with the status of a region divided into 24 districts, administered by local mayors. Sofia Municipality, its centre being the City of Sofia, is situated on an altitude of around 550 metres and its total area covers 1342 km². Sofia Municipality includes 4 towns: Sofia, Bankya, Novi Iskar and Buhovo and 34 villages. Sofia is the 13th largest city in the European Union and it is one of the oldest cities in Europe. On the total territory of the Sofia Municipality there are around 1400 cultural monuments, including one UNESCO World Heritage Site. In 2014 Sofia was awarded the title UNESCO Creative City of Film.

Sofia is a city with a rich cultural heritage. Its location was on some of the important communication arteries during the period of antiquity connecting Europe and Asia. This together with the proximity of the Vitosha Mountain just predetermine that Sofia is a place with a rich history, many material traces of which can be found at for example archaeological excavations. Sofia City has about 1,400 cultural sights of which 840 are located in the city centre.

Sofia is the national centre of Bulgaria for culture, art, creative clusters and business industries. Most of the country's universities, museums, galleries, art schools, NGOs, cultural institutions and business companies are located in Sofia. In total, there are more than 1,000 enterprises active in the creative and cultural sector in Sofia.

Sofia has 11 municipal cultural institutions: theatres, cultural community centres, art galleries, a library and a museum. In 2007, Sofia launched its own funding programme called Sofia Culture Programme (SCP) to achieve a balance between public and private cultural organizations, to enhance independent sector development and to compensate for the slow national cultural policy reforms. The funding programme has since then turned into being the biggest public donor for arts and culture nationally, distributing bigger funds than the National Culture Fund at the Ministry of Culture.

The political governance of CCI in Sofia is provided by the directly elected Sofia Municipal Council, and more specifically by its committee on culture and education. At the administrative level, Sofia has a deputy mayor responsible for culture and education and a culture directorate.

Sofia's cultural policy is guided by - Strategy for Development of the Cultural Sector in Sofia
"SOFIA – CREATIVE CAPITAL" 2013-2023 - Sofia Municipality

The *Sofia - Creative Capital Strategy* charts the course of development of the cultural sector in the city until 2023. The document outlines the shared vision for the cultural life in Sofia and presents the key challenges that we will face in partnership with others in order to make our vision a reality. The strategy puts the focus on the ways in which cultural activities together with education, environment protection and economic and social development could effect change in our city. It serves as a framework in which the local authorities, universities, cultural operators, private and voluntary art sector, tourism, cultural and natural heritage representatives, media and citizens could cooperate towards achieving the common objectives.

This Strategy is designed to create a common vision and shared goals for the development of the cultural sector in Sofia in the period 2013-2023 by defining the priorities and objectives and by determining the tools for implementing the policies. In order for it to become a sustainable operative document independent of political and administrative influence the Strategy also includes proposals for:

- changes to the existing municipal mechanisms and instruments for development of culture;
- new policies, instruments and initiatives;
- approaches to mainstreaming culture into other municipal policies such as social inclusion policy, urban development, business development, education in and through art, etc.
- The Strategy sets out to:
 - establish Sofia as an ancient, modern and cosmopolitan city;
 - ensure improved citizen participation in cultural activities and encourage the use of cultural products and services;
 - position Sofia in the European and global cultural calendar as an attractive cultural destination;
 - assist for improving the quality of life of the residents and guests of Sofia.

1.2. The implementation experience and the URBACT challenges

The vision for our capital city in 2023 is: Sofia to develop sustainably as **an innovative and creative city** of opportunities, as a platform for **active citizen participation** in the cultural life and their full-fledged interaction with the cultural heritage. Sofia is a starting point of professional development in the culture and art sectors, it attracts young artists who can find opportunities for expression in the city. Sofia is also an active participant in the

international cultural exchange; it is a melting pot of cultures and a place for shared cultural experience.

A large section of the Strategy is devoted to the cultural development of Sofia, in the past and nowadays, as ancient and young city with historical heritage and cultural industries, as a city of tolerance, openness and creativity. Hence the five key thematic priorities which reflect the multilayered working areas included in the Strategy are:

ACCESS TO CULTURE with a key objective: Sofia to become a creative city where every citizen - irrespective of gender, age, ethnic origin or social status - would have access to diverse cultural products and services and is able to develop their potential through active participation in creative activities, including in virtual space.

CULTURE AND HUMAN CAPITAL with key objective: Sofia to become an open city - a living laboratory in which people can experiment and improve their knowledge, skills and creative capabilities based on mutual respect.

CULTURAL HERITAGE IN THE CHANGING CITY with key objective: Cultural heritage to become a factor for sustainable urban and regional development and cultural asset of economic and social value while at the same time more opportunities for interaction with modern art are created.

SOFIA – CITY OF THE CREATIVE ECONOMY with key objective: Unveiling and using the potential of arts, cultural and creative industries for the integrated development of the city with the support of a targeted municipal policy and generating prosperity (economic growth, employment) through developing the creative economy in the city.

EQUAL PARTICIPATION IN GLOBAL CULTURAL PROCESSES with key objective: Transforming Sofia into a favorable environment for attracting audiences and participants from outside Bulgaria to take part in the Sofia cultural and creative life, for joint creation of cultural products on the territory of the city and for hosting international cultural events.

Each priority includes an in-depth consideration of three main horizontal policies:

- developing the city infrastructure in all its aspects; material, informational, financial instruments and human resources;
- employing innovation and opening the cultural processes;
- focusing on education and active participation and development.

The main tools to attain the objectives and priorities of the Strategy are: improving the normative framework at municipal level; using a variety of funding instruments;

development of cultural marketing and management; information support for the municipal cultural policy; ongoing research and analysis; cross-sectoral interaction, partnerships, co-productions, etc.

The objectives that were addressed in the process of our work are: **ACCESS TO CULTURE** and **CULTURE AND HUMAN CAPITAL**. Therefore – we have worked on the objective as it follows:

Sofia Municipality intends to create to an open area for art and cultural events. A place for various art events supporting the cultural politics of Sofia, the artistic debut, the cross-sector partnership and the process of developing new audiences with a priority target among the children and the young people.

Though the existed large variety of cultural events Sofia still needs to have more state-of-the-art facilities and cultural centers to provide a quality cultural product. Therefore the city aims to offer new opportunities for alternative cultural space for an artistic expression of young artists. A crucial point shall be the smart use of the capacity of the target area in it's full potential for providing cultural products and services.

The challenges we had to overcome on the base of URBACT main challenges are:

Challenge Nr. 1. Ensuring the integrated approach in the delivery of the strategy and their related actions

Sofia Municipality is a very large institution and a complex system. Achieving a good synchronization of actions between the involved departments is a main challenge for a successful result to be achieved. Developing partnerships with the departments in the Municipality that lead to achieving full cooperation was a very main objective in our process. We worked hard and had to constantly adopt our approach to people and situations in order to overcome the resistance to change the method of established everyday work path and work on finding innovative approaches to solve different tasks.

Challenge Nr. 2. Maintaining involvement of local stakeholders and organising decision-making for delivery

As a capital Sofia is the center of various art forms and cultural activities of any form. The Municipality is very active in its policy to improve the exciting municipal mechanisms and instruments for creating a better environment for the development of the cultural sector. During the process we had work on creating a trustful communication with the artists from the cultural sector and finding the right approach of working together for the better of everyone because artists are generally strong individuals and there is a lack of trust in administrative institutions.

Challenge Nr. 3. Setting up efficient indicators & monitoring systems to measure performance

Currently working on the process of: Create indicators to establish a stable monitoring process of the development of the target area which database will be of a crucial support of the successful management and be of help to take better decisions in order to achieve a stable and a long lasting development of the target area. We are in partnership with an external expert and so far we have work with the indicators :

1. Number of audience per event;
2. Number of youth audience between the age of 14-18 years per event;
3. Number of children audience between the age of 6-13 years per event;
4. Number and kind of the art and the cultural events;
5. Number of debuts and art events of young artists;
6. Number of educational initiatives.

Challenge Nr. 4. Moving from strategy to operational action-plan

The management of the city of Sofia is quite a challenge because of the complex level of authorities and the inter connections of the different spheres in the communication between the separate departments. The existing Strategy is very clear in its vision and has given a sufficient explanation on the exact points which need to be overcome or achieved. The challenge of achieving success in our path is to understand well the local regulatory and the authority of each department. Therefore it is crucial to create partnerships with the potential stakeholders in which we take decisions together and they are of a common interest.

Challenge Nr. 5. Enhancing funding of urban policies by exploring financial innovation

The Cultural Department of Sofia Municipality is responsible for the Creative Spirits project, however, it does not have the authority, on behalf of the whole Sofia Municipality, to decide about the spending of the Investment Programme. It therefore remains to be seen how much financial support can be provided within the municipality for the realisation of the development in the target area.

Sofia Municipality is in the process of exploring and evaluating the various innovative instruments (1. crowdfunding 2. time-banking and alternative currencies 3. CSR schemes: Art Bonus, Pro Bono 4. Social Marketplace 5. creative-cultural impact bonds and the possible application of these schemes in supporting the creative ecosystem) that can be used to support the cultural and creative industries. Participation in the Creative Spirits Project, as well as the useful experience of the other cities involved, contributed a lot in this direction.

SECTION 2 – OUTLINE IMPLEMENTATION PLAN

2.1. Objectives & expected results

The main object is:

A new open area for art and cultural events. A place for various art events supporting the cultural politics of Sofia, the artistic debut, the cross-sector partnership and the process of developing new audiences with a priority target - children and young people.

Expected result: Increasing the support for the development of the creative economy in Sofia.

The following objects will be pursued:

1. Cultural diversity of art forms

Expected result: A quality support for the different sectors of cultural operators.

2. Support the start-up artists

Expected result: Increase the support for the young artist who are at the beginning of their path and provide a real opportunity for them to present their work.

3. Increase the number of children and youth audiences

Expected result: Increase the number of cultural event for children and young people will attract them to visit more cultural events in their everyday life. It will be an opportunity for the young children and teenagers to discover their talent or to grow up as a knowledgeable audience.

2.2. Actions

In order to achieve the above-mentioned objectives, some actions will be carried out during the Creative Spirits project duration that is:

Action 1	
Short title	Infrastructure for art and cultural events
Description	Although there is a great variety of cultural events in Sofia, it still needs to have more state-of-the-art facilities and cultural centers to provide a quality cultural product. Therefore the city aims to offer new opportunities for alternative cultural space for artistic expression of young artists. A crucial point shall be the smart use of the capacity of the target area in it's full potential for providing cultural products and services.
Activities	Define the exact process of the organization of the time-table of events,

	<p>the participants and the procedure of applying for presenting an artistic event. /done in April/May 2018/</p> <p>Develop a stable plan/path for an actual support of the young entrepreneurs and related activities they can't handle themselves – like popularization of the event and logistic support that is in the authority of the Municipality.</p> <p>/done in May 2018 and will be updated in April-May 2019/</p> <p>Develop a clear plan about the rules of the management of the target area through the process. /updated and monitored constantly/</p>
Action 2	
Short title	Audiences and access to culture
Description	During the period of late spring time till early autumn months the place shall be used for creating an active program for innovative projects that encourage the use of an open space for various art and cultural events that support the cultural creative sector, the young entrepreneurs and the cultural politics of Sofia Municipality towards the artistic debut.
Activities	<p>Develop a communication plan with main target - artists and young entrepreneurs, also the local inhabitants, so that they feel comfortable with this new creative open space area and accept it as something good for them: /done in June 2018, but in constant development/</p> <p>Develop consistent and active policies for attracting new audiences, including events connected to educational programs and presented workshops for children. /updated and monitored constantly/</p>
Action 3	
Short title	Partnerships
Description	To create a stable and a smart communication plan that supports the cultural creative sector and the cross-sector partnership into developing partnerships with all the stakeholders towards developing this new area into an area for art and cultural events.
Activities	To develop a long-lasting partnership with the main authority of Sofia Municipality and the different Departments of Sofia Municipality about the project: / done in April 2018 but in a constant progress/

	<p>Work onto the existing inter-institutional and cross-sectorial communication and achieve better results to promote the establishment of a lasting, effective and efficient partnerships.</p> <p>Focus on encouraging a higher level of synergy between the institutions and the sectors, and create a stable exchange of experience and common solutions.</p>
Action 4	
Short title	Collect data from the target area/Indicators
Description	Create indicators to establish a stable monitoring process of the target area development, with database that will be of a crucial support of the process management, and be of help to take better decisions in order to achieve a stable and long lasting development of the target area.
Activities	<ul style="list-style-type: none"> - Include the external expert who shall do the monitoring; - Develop and update the indicators; - Develop a plan for the actual results /First stage is done in May 2018, Second stage of work is in a current progress/.

2.3. Challenges and barriers (TBD)

CHALLENGES	BARRIERS
Integrated approach	Developing partnerships with the departments in the Municipality that is not a formal co-working process, but a full cooperation.
Involvement of stakeholders	Creating a trustful communication with the artist from the cultural sector; Being an equal partner and developing a common willpower to work together for the better of everyone.
Indicators and monitor performance	Currently working on the process of creating indicators to establish a stable monitoring process of the development of the target area in collaboration between the

	Department of Culture of Sofia Municipality and an external expert/company for monitoring
From strategy to operational action-plan	Expanding the cooperation with various municipal and national structures into achieving the goal of improving ecosystem of the cultural activities and the art forms.
Funding of urban policies by exploring financial innovation	The Cultural Department of Sofia Municipality is responsible for the Creative Spirits project, however, it does not have the authority, on behalf of the whole Sofia Municipality, to decide about the spending of the Investment Sofia Municipality is in the process of exploring and evaluating the various innovative instruments (1.crowdfunding 2. time-banking and alternative currencies 3. CSR schemes: Art Bonus, Pro Bono 4.Social Marketplace 5. creative-cultural impact bonds and the possible application of these schemes in supporting the creative ecosystem) that can be used to support the cultural and creative industries. Participation in the Creative Spirits Project, as well as the useful experience of the other cities involved, contributed a lot in this direction.

SECTION 3 – RESPONSE TO THE IMPLEMENTATION CHALLENGES

For each Implementation Challenge faced by the network a subsection has been created. Within the text, the Actions of the Implementation Plan will be mentioned (when useful to better explain some points) in bold red by using the short title.

3.1. Integrated approach

<i>What this Challenge “looks like” in your city</i>
Sofia Municipality is a very large institution and a complex system. Achieving a good synchronization of actions between the involved departments is a main challenge for a successful result to be achieved.
<i>The assessed importance/relevance of the Challenge in the local city context.</i>
Through persistence we gather more and more partners with whom we achieve what we have aimed and that becomes more and more visible which leads to more people or administrative units to respond to us with more trust towards our actions.
<i>How you plan to overcome the Challenge.</i>
We have learned to articulate better our ideas and to take decisions together. We work more often in the so called “working groups”, in which there is a representative of each administrative unit or stakeholder. Building up the “working group” into a “team” has proven a good practice to be followed and developed.
<i>Where do you need to develop (new) capability/capacity? Where will you use existing capability?</i>
The main capabilities/capacities we need are : <ul style="list-style-type: none">• Having a clear plan on our actions towards the goal in advance;• Being successful in the process when the factor “time” is not in our control.
<i>What are the success factors for this Challenge?</i>
The main success factors could be : <ul style="list-style-type: none">• Stable partnerships;• Working together as a team;• Whether we achieve our goals or not;• Does everyone, who is involved, feels comfortable in the process of the work.

3.2. Involvement of stakeholders

<i>What this Challenge “looks like” in your city</i>
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As a capital Sofia is the center of various art forms and cultural activities of any form. The Municipality is very active in its policy to improve the exciting municipal mechanisms and instruments for creating a better environment for the development of the cultural sector.

The assessed importance/relevance of the Challenge in the local city context.

Through approaching each one of the representatives and therefore the different art and cultural forms with understanding, respect and a visible action of support creates this communication as a team and proves our sincere intentions to be of a real help and support to the sector.

How you plan to overcome the Challenge.

- Constant and open dialog;
- Actions not just words;
- Listening to what their problems are and working with them to solving them since they are the professionals and know best the issues and how to be solved;
- ~~Where do you need to develop new capability and where will you use it:~~
- To shorten the time factor for realization of the actions;
- This capacity will help us in every other activity we have.

Where do you need to develop (new) capability/capacity? Where will you use existing capability?

- Experience in planning;
- Experience in communication.

What are the success factors for this Challenge?

- Trust
- Visible results

3.3. Indicators and monitoring performance

What this Challenge “looks like” in your city

Currently working on the process of: Create indicators to establish a stable monitoring process of the target area development with database that will be of a crucial support of the management and the long term development of the target area.

The assessed importance/relevance of the Challenge in the local city context.

A clarity in developing these indicators is vital and will support the successful management.

How you plan to overcome the Challenge.

It will happen by the collaboration between the Department of Culture of Sofia Municipality and an external expert/company for monitoring.

Where do you need to develop (new) capability/capacity? Where will you use existing capability?

Constant monitoring and responsibility by the Department of Culture and an external experts as well as an external monitoring company for the results and effect of the cultural events presented through the policy of Sofia Municipality.

What are the success factors for this Challenge?

The aim is to develop a process that will lead to improvement of the quality in every aspect – the event, the support, the organization, the presentation.

3.4. From strategy to operational action-plan

What this Challenge “looks like” in your city

The management of the city of Sofia is quite a challenge because of the complex level of authorities and the inter connections of the different spheres in the communication between the separate departments. The existing Strategy is very clear in it’s vision and has given a sufficient explanation on the exact points, which need to be overcome or achieved. The challenge of achieving success in our path is to understand well the local regulatory and the authority of each department. Therefore it is crucial to create partnerships with the potential stakeholders with whom we take decisions together and they are of a common interest.

The assessed importance/relevance of the Challenge in the local city context.

Expanding the cooperation with various municipal and national structures will achieve an improved ecosystem for cultural activities and art forms.

How you plan to overcome the Challenge.

- Partnerships and a real cooperation
- Have a better knowledge and understanding of the different authorities and power of collaboration

Where do you need to develop (new) capability/capacity? Where will you use existing capability?

The main capabilities/capacities we need are :

- Be creative enough into developing ways to connect the different rules between each other and to constantly find the way for every partner/stakeholder to feel comfortable, safe and successful in our common goal.

What are the success factors for this Challenge?

The main success factors can be summarised as follows:

- A better knowledge;

- Co-working;
- Strong partnerships.

3.5. Funding of urban policies by exploring financial innovation

What this Challenge “looks like” in your city

The Cultural Department of Sofia Municipality is responsible for the Creative Spirits project, however, it does not have the authority, on behalf of the whole Sofia Municipality, to decide about the spending of the Investment Programme. It therefore remains to be seen how much financial support can be provided within the municipality for the realisation of the development in the target area.

Regardless of the adoption of a long-term strategy for the development of culture on the territory of the city, Sofia Municipality still uses too limited financial instruments. The main mechanisms for supporting the cultural sector are related to direct public funding of municipal cultural institutes, as well as support for events and projects taking place on the territory of the Municipality (through the Cultural Calendar and the Sofia Culture Program). This is largely related to the limited financial instruments to support culture at national level.

It is important to note that Sofia Municipality, through the Sofia Culture Program, is the only institution in the country that provides co-financing for projects, approved by European programs, including Creative Europe Program (“Cultural Partnerships and Co-productions” of the Sofia Culture Program). In the municipality there is an understanding of the need for diversification of the financial instruments (1. crowdfunding, 2. time-banking and alternative currencies, 3. CSR schemes: Art Bonus, Pro Bono, 4. Social Marketplace, 5. creative-cultural impact bonds and the possible application of these schemes in supporting the creative ecosystem), but actual action in this direction is still at an early stage.

It is also important to note that the cultural and creative industries in Sofia are also at an early stage of development, and in this sense the innovative financial instruments for their support are also under development.

The assessed importance/relevance of the Challenge in the local city context.

The necessity of introducing financial innovation and diversification of the financial instruments has been realized by the municipal administration, but has encountered a number of difficulties, related to the presence of the Currency Board in the country as well as the restrictions, introduced by the Public Finance Act.

How you plan to overcome the Challenge.

Overcoming this challenge is linked to a survey of the local cultural market, as well as to the

possible application of local innovation. A long-term vision for the development of Sofia is being developed by 2050, which provides for a variety of mechanisms to support the cultural and creative industries.

Where do you need to develop (new) capability/capacity? Where will you use existing capability?

It is necessary to develop knowledge and skills for the use and application of innovative financial instruments, as well as to assess their applicability to the specific cultural and economic context.

What are the success factors for this Challenge?

Success factors include:

- Established sustainable partnerships with organizations from the creative sector, the cultural and creative industries;
- Achieved good communication with business organizations, which is a prerequisite for establishing public-private partnerships;
- Openness of Sofia Municipality to the implementation of financial innovations.

SECTION 4 – LEARNING JOURNEY

In order to accommodate our OIF work with the rest of the teams, we decided to use Ravenna's example and organize our experience in 4 categories, summarizing the lessons learned during the Creative Spirits project.

LEGEND

<i>Lesson learnt during a Case Study Meeting</i>
<i>Lesson learnt from the local experience / practice; suggestions coming from ULG</i>
<i>What works or doesn't work and WHY?</i>
<i>Unexpected event which asks for new actions</i>

- ❖ *Keep my mind open*
- ❖ *Do not fear change and be addaptive*
- ❖ *Keep the people involved informed at all times*
- ❖ *Learn to adopt the learnt information to your situation and target*

Approaching the existing norms and practices in different way and looking for new ones
Aim each of your actions to have a large positive affect on a wider scale
Know the exact person to whom you should talk and how to approach them
Create a better cultural environment by connecting the contemporary live with the institutional norms and mechanisms

- ❖ *Define and be concrete in your action/actions*
- ❖ *Clear purpose and clarity in communicating it*
- ❖ *Constant observation and clarifying the result in short terms so that you change and adopt your approach and actions*

During the time the process often put us in situations of sudden change. That required us to learn to be adoptive to these changes in order to achieve our goal. Learning to find different approaches sometimes because a wrong step was made or other times because the situation is not in your hands to control it is priceless. Defining your action and being quick in the reaction were skills that we had but we improved significantly not only each one of as a person but mostly as a team. The clear purpose always was based not only on the final result – “the target are we developed in this project” but to accomplish stable partnerships which will have a positive effect in more than just one area. Achieving better and better communication, presenting not only the project but our main belief and policy for the cultural sector that we as a public administration have was very important to us so that we can achieve a net of people and partnerships that will function together in many other fields and areas.

- ❖ Know what you want
- ❖ Be clear in your steps,
- ❖ Understand the people you talk to
- ❖ Be a team who works towards a common goal.

What works – Proving to the various stakeholders that we are aiming to work together, to think together, to find solutions by discussing ideas in a safe situation will only help all of us to be more supportive and helpful to the cultural sector as general. Achieving their trust that is the reason we want to hear them – what do they need, what do they want was after a certain proven and cleared the communication. So, no longer we were two sides – the stakeholders who think that the public administration doesn't know and realizing the that our intentions are to be one team, to understand each other better so that we can achieve a bigger positive impact with our actions.

- ❖ Not being prepared to communicate
- ❖ Not monitoring yourself whether you go right or wrong
- ❖ Not working on your communication skills
- ❖ Not being adoptive

Doesn't work - Not being prepared to communicate with the creative sector as general and knowing the difference that they have because of the different art forms and cultural paths they have. By not having the skills to communicate you put yourself in a situation that you want others to give ideas and to tell you what to do which means that you send the signal that you know nothing and they won't respect you

Lublin

Lublin's practice of the approach and the methodology of the of the Creative Ones project aiming at searching for niche creative businesses, promoting them (by publication, exhibition, photo shoot and short film), and finally linking them with other actors (citizens and business). In this way there is a continuous contact and trust between the Municipality and the creatives who were willing to participate in this initiative. In the frame of the project, the Creative Ones Festival is organized annually in order to present and advertise the city's creatives to local inhabitants as well as to a wider audience (investors, tourists). This project could also be considered as a good match between stimulating creative entrepreneurship and local programmes to promote social inclusion.

Kaunas

The approach that Kaunas is developing for it's system for monitoring in evaluating not only the quality of the projects but also the economic value they have. Also the practice they have in providing an overview of the creative-cultural assets in the city. Kaunas currently has installed a new process for monitoring and evaluating all projects within the Development and Investment Division of the Municipality dealing with the ITDP projects. This is based on

recommendations and a methodology from the Ministry of Interior (responsible for the allocation of EU funds). This will mean an annual monitoring process based on a pre-determined set of guidelines for indicators which will be tailored to local needs. Evaluation will be as much about quality as about economic value. The methodology of this monitoring system can be a good practice to the partners or can provide a basis for discussion about CCI indicators since it is always easier to talk about a concrete indicator and monitoring system's advantages and disadvantages than arguing theoretically about the issue. A more concrete good practice of Kaunas is the Cultural-Creative Industry Map providing an overview of the creative-cultural assets in the city. Nowadays, the Municipality is preparing the updated version of the Cultural (web) Map.

Ravenna

Ravenna – the visionary they have, the complex path they need to travel, the covering of such a large plan full with many activities and working on so many people to find the way to collaborate for a common goal was an inspiration for being bold in your dreams and have the strength and the persistence to follow the path to make your dream become reality.

Waterford

Waterford – the level of the society, the city and the country as general. The approach to each sphere of the life of the city from the bottom up and actually working and deciding with the community. Solving every issue for the greater good for the city and for the community.

Loule

Loulé's experience with horizontal projects and setting up partnerships was very useful. We learn a lot about the mechanism and conditions of establishing partnerships with local stakeholders and maintaining them. It was very useful to find out about the holistic way of designing a Project, involving culture, urban art, social inclusion and environmental issues. Applying integrated approach was the most valuable lesson from Loule.

- ❖ *Be a visionary*
- ❖ *Think big*
- ❖ *Be bold*

SECTION 5 – SYNTHESIS

5.1. Lessons learnt

> Which actions have been implemented? Are there any still to be completed?

Within the implementation of the project, sustainable interactions between different municipal structures, as well as between the municipality and the creative sector in Sofia, have been established. Contacts and relationships with business structures that could help develop the project in the future are also developing.

> Did you plan change at all during implementation? If so, which parts changed and why?

Several major changes were made to the project, which contributed to the development of a better understanding between stakeholders and better communication between them.

> Are you on track to achieve the expected results?

In spite of the obstacles and difficulties in the process of realizing the project, the expected results will be achieved with a high probability. The project has the potential to become a positive example of the development of the interactions between the municipal authorities and the creative organizations on the territory of Sofia.

> What were the most important learning points?

- Always be prepared for the communication that you are getting into
- Work on your communication skills
- Be adoptive
- Define and be concrete in your action/actions
- Clear purpose and clarity in communicating it
- Constant observation and clarifying the result in short terms so that you change and adopt your approach and actions

> Which of your responses to Implementation Challenges were most interesting and why?

The most significant developments related to Implementation Challenges concern the development of a new mechanism for communication and cooperation between municipal structures, organizations in the creative and creative industries sector and business organizations.

> Which parts of your responses to the Implementation Challenges will you use in the future?

These contacts and this model of interaction will be used in the future in developing a mechanism for future municipal programs and projects to promote the development of the creative sector.

> What will a (revised) implementation framework for your city look like? (i.e. how will you implement future projects?). In what ways does this differ from your previous approaches (comparing this new framework to your baseline position).

The implementation of this project will have a significant impact on all subsequent Sofia projects, related to the development of the cultural and creative industries. The experience of creating innovative working structures and exploring new financial instruments will pave the way for the development of future strategies and mechanisms for the promotion of the creative sector.

> What else has changed as a result of the work? (in your team, in your municipality, in your delivery partners etc?)

The communication between the different structures in Sofia Municipality has been improved, a deeper understanding of the problems and challenges facing the development of the cultural and creative industries.

> Which things could be applied to other teams, implementation of policy in other thematic areas/departments? What could be shared with other cities?

Sofia's experience of an integrated approach and improvement of internal communication in the municipality as well as the establishment of fruitful, sustained contacts with national institutions, cultural and creative industries and business organizations, could be beneficial to other cities included in the program.

5.2. Skills, methods and tools

Proving to the various stakeholders that we are aiming to work together, to think together, to find solutions by discussing ideas in a safe situation will only help all of us to be more supportive and helpful to the cultural sector as general. Achieving their trust that that is the reason we want to hear them – what do they need, what do they want was after a certain proven and cleared the communication. So, no longer we were two sides – the stakeholders who think that the public administration doesn't know and realizing the that our intentions

are to be one team, to understand each other better so that we can achieve a bigger positive impact with our actions.

- Know what you want;
- Be clear in your steps;
- Understand the people you talk to;
- Be a team who works towards a common goal!