

Annex
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of November 13, 2013

The Lublin City Office

Lublin's Culture

Development Strategy

2013 – 2020

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Culture and Community Development

Culture infiltrates all areas of life of all men and women alike, coinciding with such fundamental values as freedom, creativity, truth, good, and beauty. Access to culture is one of the inalienable rights pronounced by The Universal Declaration of Human Rights:

Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.¹

The development of culture is what both the authorities and the citizens should be especially held accountable for, which is stated in The Constitution of The Republic of Poland:

The Republic of Poland shall provide conditions for the people's equal access to the products of culture, which are the source of the Nation's identity, continuity and development.²

The freedom of artistic creation and scientific research as well as dissemination of the fruits thereof, the freedom to teach and to enjoy the products of culture, shall be ensured to everyone.³

In the last decade public opinion, researchers, and creators of culture have been focusing their attention on culture's pragmatic aspect, namely it being a developmental reserve for cities and countries, on culture being a lever for the economy and the decisive factor in accumulating social capital and raising the standards of life. The outcome of their debates was The Treaty for Culture adopted by The Government of the Republic of Poland and the public party, which states, among others, that

[t]he future of our country depends on free, creative citizens who understand one another, and on efficient activity within the public domain.⁴

1 Article 27 of the Universal Declaration of Human Rights adopted by The UN General Assembly on 10 December 1948 in Paris; in: <http://www.unesco.org>.

2 Article 6 of The Constitution of The Republic of Poland adopted by the National Assembly on 2 April 1997, approved by a national referendum on 25 May 1997, signed by The President of The Republic of Poland on 16 July 1997 (Dz. U. No. 78, item 483 as amended); in: <http://isap.sejm.gov.pl>.

3 Article 73 of The Constitution of The Republic of Poland adopted by the National Assembly on 2 April 1997, approved by a national referendum on 25 May 1997, signed by The President of The Republic of Poland on 16 July 1997 (Dz. U. No. 78, item 483 as amended); in: <http://isap.sejm.gov.pl>.

4 The Treaty for Culture concluded on 14 May 2011 between The Council of Ministers of The Republic of Poland represented by The President of The Council of Ministers and the public party represented by The Citizens of Culture; in: <http://obywatelektury.pl>.

The signatories of the Treaty perceive culture as a factor that reinforces social capital and trust, as well as respect for the common good. They view supporting the citizens in their involvement in culture and creative activity as every public authority's priority. These shall be realized through the improvement of the quality of education and modern cultural programs embracing critical and experimental artwork.

Lublin's engagement in the debate has been expressed in the letter of intent on supporting the process of social change via culture in Lublin signed by the Minister of Culture and the National Heritage, the Mayor of Lublin, and the Marshal of the Lublin Region. The letter indicates the need to embed culture in a broader context of social change, which directly influences bettering the quality of life and the citizens' creative involvement in the city's development.

*The actions initiated by the City of Lublin shall contribute to creating a model space in which art and culture, infiltrating as many areas of activity as possible, will better the Residents' quality of life, at the same time supporting their sense of community and encouraging cooperation.*⁵

Culture emerges in the polyphonic and diverse space of dialogue, which is expressed in UNESCO's Convention on the Protection and Promotion of the Diversity of Cultural Expressions:

*Cultural diversity is made manifest not only through the varied ways in which the cultural heritage of humanity is expressed, augmented and transmitted through the variety of cultural expressions, but also through diverse modes of artistic creation, production, dissemination, distribution and enjoyment, whatever the means and technologies used.*⁶

By their participation in the European Capital of Culture 2016 (ECC) contest, Lublin's residents have entered a Europe-wide and worldwide debate on the role of culture in social life. This experience has taught us well and conclusions we have drawn from it have largely contributed to the drafting of this document. We have become aware of how important it is for contemporary culture to be interdisciplinary and to be cultivated rather than consumed, which shows clearly in the word's Latin etymology⁷. This is why culture, which we wish to develop in Lublin, intertwines with other spheres of life in which the residents actively participate: entrepreneurship, science, education, sport, recreation, tourism and public space creation.

There is a close cause-and-effect relationship between culture thus considered and the residents' wellbeing and life satisfaction. This is what the British report The Five Ways to Well-being is about. It presents

⁵ The letter of intent's full text on supporting the process of social change via culture in Lublin signed on 29 November 2012 by the Minister of Culture and the National Heritage, the Mayor of Lublin and the Marshal of the Lublin Region is available at the City Office's Culture Department.

⁶ UNESCO's Convention on the Protection and Promotion of the Diversity of Cultural Expressions, 20 October 2005, Paris.

⁷ The word 'culture' derives from Latin lexemes denoting constant activity and action: *cultus agri* (cultivation of land, agriculture) and *colere* (to till, to cultivate, to nurse, to educate).

findings of international research, which show that people engaged in five simple activities, i.e. who connect, are active, connect, keep learning and give – live longer and have a sense of fulfillment.⁸ All these activities can be found in culture, as defined in this document. The accomplishment of the goals stated in the Culture Strategy aims to fulfill a vision of Lublin where its residents experience life satisfaction achieved by means of culture on a daily basis.

⁸ The Five Ways to Well-being were developed by the New Economics Foundation from evidence gathered in the UK government's Foresight Project on Mental Capital and Well-being. The Project carried out for the Department for Business, Innovation and Skills, published in 2008, drew on state-of-the-art research about mental capital and mental well-being through life. The Five Ways to Well-being and its key findings have become an important guideline for public affairs policy in the UK and other countries which realized that the citizens' health and steady social development cannot be measured exclusively in economic terms. After: J. Aked, N. Marks, C. Cordon, S. Thompson in: The Five Ways to Well-being, in: <http://www.neweconomics.org/>.

Introduction

The basis for works on Lublin's Culture Development Strategy 2013 – 2020 (hereinafter referred to as the Culture Development Strategy of the Strategy) were two applications⁹ as well as reports and analyses developed in the process of Lublin's endeavors to become The European Capital of Culture 2016, which began in 2007. The first version of the Assumptions of the Culture Development Strategy was prepared in 2011 as an annex to the final application. Once the contest results were published, the application's update and completion were postponed until Lublin's Development Strategy 2013-2020¹⁰ (hereinafter referred to as Lublin's Development Strategy or the Main Strategy) was adopted. Any program documents on culture developed until then resulted from the contest's guidelines, which determined their postulatory and visionary character. This document does not solely rely on the vision of culture development which arose in the process of the ECC 2016 application. It also takes into account conclusions derived from the verification of needs and current challenges, ordering and directing the vision according to the methodology and recommendations adopted in Lublin's Development Strategy 2013-2020.

It is worth emphasizing that The Culture Development Strategy benefits from the public debate on the development of Lublin culture, which has been going on for four years now. It has united a wide range of artists and audiences of diverse interests and needs, among others through the dialogue with distinguished artists, cultural animators and managers of culture as well as scientists from different cities and countries. It has enabled the Lublin milieu to jointly work out a common approach based on the newest research, on cutting-edge diagnoses as well as on the reevaluation of European and world culture where culture, education, recreation, tourism, social activism, and business activities meet.

As a result, based on the principles of cultural diversity, solidarity, openness, and cooperation enrooted in Lublin's historical heritage, a modern strategic document has come into being. This is why, on top of local authorities' regular cultural agenda, it comprises a broad spectrum of actions requiring forging partnership with other entities (public, private and social), synergy with other areas of life, and addressing the needs of various stakeholders. The implementation of the program it contains shall only be possible thanks to the joint engagement of the local authorities, residents, artists, cultural animators, the academic community of Lublin, the representatives of the Lublin-based third sector, and local business.

9 'Lublin – The European Capital of Culture 2016. Application,' The Lublin City Office 2010; 'Lublin – The European Capital of Culture 2016. Final Application,' The Lublin City Office, Lublin 2011.

10 Lublin's Development Strategy; <http://bip.lublin.eu/bip/um/index.php?t=200&id=184161><http://bip.lublin.eu/bip/um/index.php?t=200&id=184161>

The Structure of the Strategy

Lublin's Culture Development Strategy 2013-2020 is composed of three main parts, i.e.:

- **Strategic Assumptions** which determine a basic framework of the Strategy, comprising The Vision, The Mission and The Main Goal as well as Priorities which shall pave the way for a specific direction of actions to follow.
- **Operational Areas** - systematizing actions focusing on six subjects (Offer, Participation, Access, Management, Space, Financing), indispensable to implementing the Strategic Assumptions and the efficient realization of the Operational Programs. Consequently, they shape the system of culture management¹¹, not only stating the scope of necessary and anticipated changes, but also indicating potential partners and synergies with other areas of life.
- **Operational Programs** – they are methods of implementing Strategic Assumptions. They are long-term and interdisciplinary in their character, obliging the organizers to initiate intersectoral collaboration and systemic planning of diverse and mutually interactive operations. Operational Programs focus on certain values around which many projects and undertakings are integrated. They should be constructed so as to enable all stakeholders to get actively involved in their realization.

Operational Programs and Areas depend on one another. Their mutual interrelations can be represented in the form of a matrix, which renders it possible to determine actions (part of Operational Areas) and goals (part of Operational Programs) conditioning the realization of certain assumptions.

Although the Culture Development Strategy has a permanent structure in the part concerning Strategic Assumptions, which should remain unchanged within the strategic perspective (until 2020), in the operational part it has been designed so that its regulations can be updated according to the changing circumstances and arising needs and opportunities, in order to attain the Main Goal.

¹¹ The term 'system of management' springs from the systemic approach defined in the organizational theory, according to which 'organization' is an independent entity interacting with its surroundings. The system of culture management is composed of mutually interacting elements, which also affect their environment. It can be seen as an element of a primary system, and its elements – as secondary systems.

Figure 1: The diagram of the document's structure

Areas of Inspiration

(ECC Program pivots, 4E Principle, Synergies with Main Strategy Areas)

Vision, Mission, Main Goal

Operational Programs

Operational Assumptions

Strategic Assumptions

Operational Areas

Priorities

Figure 2: Relations between Operational Programs and Operational Areas

e.g. expanding and improving the offer of cultural centers

e.g. creating the Center for Playing with Knowledge

Offer

Participation

Access

Management

Space

Financing

Districts of Culture

Cultural Institutions

Culture and Education

Lublin 2.0

Lublin for Children

Lublin – Memory of the Place

New Location – Lublin 2017

Culture Observatory

Open East

Spaces for Culture

International Cooperation

Cultural Events

Areas of Inspiration

Works on the Culture Development Strategy originated from a reflection on Lublin's actual cultural wealth, what assets its identity and exceptionality consist in, and how all these correspond to the challenges of the present and the future. Areas of Inspiration for the Culture Strategy have been indicated based on the analysis of the centuries-long history of the city, its heritage, and the conclusions drawn from a several-years-long debate on Lublin's culture, a review of the culturally involved entities' activity, education, recreation, social and business activity. The Areas of Inspiration are clearly discernible on all levels of this document, reflecting, on the one hand, the specificity of Lublin, and evoking subjects, values and phenomena which may account for future changes, on the other hand. Within the framework of the Areas of Inspiration there are: **Program Pivots** and the **4E Principle**, coming from the ECC 2016 application, and **Areas of Development** of Lublin's Development Strategy.

Program Pivots included in the applications of the program 'Lublin 2016 European Capital of Culture 2016:'

The Program Pivots represent four areas which are the key elements of Lublin's *genius loci* and as such they have an immense potential for development:

- **Remembering and Anticipation** – they are regarded as modern management of the culture of remembering. Through the study and restoring of multigenerational memory, it encourages and inspires future-oriented thinking, revives the collective memory of golden ages, reminds us of great Lubliners and of their lasting legacy. Modern management permits acceptance of the tragic history, and teaches both to understand and creatively cultivate cultural heritage. It is also the basis for development of the city and its residents.
- **City and Region** – viewing the city in the context of the Lublin region; incorporating the codes of traditional culture into the city's narrative; the awareness that the city constitutes a source of human resources, innovation and culture, which to a large extent shape cultural institutions run by the Marshal's Office. This area also pertains to Lublin's metropolitan potential and to its prospective development into the catalyst for change in the Lublin Voivodeship, in Eastern Poland, and in Europe.
- **Towards the East** – a slogan resulting from the need to rediscover cultural values of the Eastern European regions, and from the willingness to mutual understanding and cooperation between the East and the West. The city's flagship East-oriented cultural policy plays an important part in Lublin being the Center for Eastern Competence, which establishes enduring relationships between the EU and its eastern neighbors.
- **The Culture of Knowledge** – as a reaction to the cognitive crisis due to the excessively 'sectored' development of science and the narrowing of specializations. This interlinked process constrains creativity. The forward-thinking culture, i.e. one which emphasizes expert implementation of new technologies, could act as a platform integrating various fields of knowledge, at the same time giving the residents easier and more complete access to culture. As an academic city, Lublin has a chance to become a scholarly leader, using the achievements of science and culture to develop creative industries and support other fields of business activity.

4E Principle

Four values listed below may be considered the foundation of sustainable development. Combining experiment with efficiency generates the momentum, whereas the application of holistic and empathic approaches provides balance.

- **Experiment** – there is no creativity or progress without it. Change is achieved thanks to imagination and courage, by a process of trial and error. The spirit of quest has always been present in the Lublin culture – its presence is yet more visible today in the face of a dynamically changing world where the openness for innovation and unconventional forms of expression are much desired.
- **Effectiveness** in culture equals generating the best possible sustainable profits, success and efficient management of Lublin’s cultural assets. The effectiveness of culture is its prime mover resulting from the conviction that it can be an important influence on social and economic changes realistically affecting the city and its residents.
- **Ecology** of culture. Both ecology and culture are the source of holistic thinking, which discovers a network of interconnections between virtually anything and its surroundings. It is vital for the wellbeing of diversified, rapidly changing communities of contemporary cities. Preventing conflicts, it provides the best solutions.
- **Empathy** builds up respect and partnership, enables comprehension and adoption of a different viewpoint. It is essential for urban communities that are often characterized by the convergence of divergent needs. Common participation in culture is a perfect tool to recognize those needs, which in turn fosters acceptance, tolerance, and solidarity.

Areas of Development of the Main Strategy

Culture is considered an important part of Lublin’s development. It is indispensable in building a modern and creative civil society which shapes its identity based on common history and shared heritage. Culture as such is an autonomous part of progress, but it extensively infiltrates other fields of life, providing life-changing stimuli, linking one with another. Culture strikes a balance between the human factor (human and social capital), the technological factor (e.g. transportation and new technologies) and the business factor necessary to build a modern city fulfilling the concept of a *smart city*.

These interrelations are described below.¹²

- **Openness.** Culture teaches and requires openness. The open-minded attitude has always prevailed in the location, identity, and culture of Lublin – heritage related to these values shall be continued to this day. Culture and openness are inseparable as they are present in all forms and dimensions of neighborhood, which is of great importance for ethnic or religious minorities. Culture is created by openness to the past and the future, to the needs of the city dwellers as well as the guests.

¹² Detailed relations between both documents, whose description is required for the Main Strategy, are stated in: ‘Part I – Diagnostic,’ after: Lublin Development Strategy 2013 – 2020, p. 75; in: <http://bip.lublin.eu/bip/um/index.php?t=200&id=184161>.

- **Hospitality.** Culture teaches and requires hospitality, which is a confirmation and extension of openness. The hospitality of culture means access (in terms of time, space, finance and transport) to a wide range of cultural activity, attractive forms of recreation and creative education, all addressing the residents' needs and problems, and brought to life in cooperation with them. Cultural hospitality means benefiting from practices it offers, which help overcome prejudices and mistrust, as well as facilitating meeting other human beings.
- **Entrepreneurship.** Culture teaches and requires entrepreneurship. Through cultural activity, skills necessary in the market economy reality, such as creativity or innovation, are acquired. Participating in cultural activity or volunteering therein, requires responsibility and engagement, developing social competence at the same time. On the other hand, entrepreneurial thinking encourages creating, improving and selling products of culture within the professional activity, stimulating innovative economy based on knowledge and the creative sector. Culture thus understood may be an accelerator to the city's development.
- **Academic Spirit.** Culture and the academic community are in symbiosis. Science and culture combined create new values and help us get to know and better understand the surrounding world. Inspired and supported by their professors, students are a natural audience and creators of culture, which is why its development should account for their needs and competence. Participation in culture sparks their curiosity of the world and the ability to absorb knowledge. With prudent management, this combination shall become Lublin's competitive edge in attracting the best students and appealing to graduates.

There are many Areas of Inspiration of the Main Strategy corresponding to culture development. They are as follows, along with short explanations of the links to the subject of this document:

- **6.1. Historical identity** – multicultural traditions
- **6.2. Sustainable development** – 4E Principle
- **6.3. Wealth and well-being** – influence of cultural practices on welfare
- **6.5. New Urbanism** – culture of space
- **6.8. City 2.0** – new technologies in culture
- **6.9. Heritage as an opportunity** – uniqueness of heritage as a competitive factor
- **6.10. 700th anniversary of Lublin's location** – cultural heritage in the city's image
- **6.11. Experiment and play** – creativity and education
- **6.12. Broad Culture** – decentralized activity and popularizing the attitude of cultural activity
- **6.13. Social Participation** – culture as bridgehead of participation
- **6.14. Creative groups** – involvement of cultural milieu in 'the creative class'

- **6.15. Social innovations** – culture for social coherence
- **6.16. Eastern Competence** – culture as emissary of international relations
- **6.19. Partnership with the Region** – cooperation within culture.

1. Strategic Assumptions

The Vision

Culture is the source of quality life in Lublin.

The Mission

To make culture an important part of the lives of the residents of Lublin and to make it their natural method of connecting with the surrounding world.

The Main Goal

To create, along with the residents of Lublin, a cultural potential and opportunities to explore it in order to attain creative, multidirectional and sustainable personal and community development.

Culture is a space full of symbols and values where there is room for everyone. This is why culture is a key influence on the quality of life in that it establishes social relations and helps satisfy individual spiritual needs. That influence is closely related to a creative potential proper to culture and its ability to merge with other areas thanks to which the residents' creative skills are released. This is why we wish to make culture a valuable part the residents' lives, and their medium to connect with the surrounding world. Culture so perceived harmonizes with heritage and tradition, as well as with the values present in the Decalogue, being an ensemble of laws respected and recognized in many religions. These values have been present in Lublin for ages, for it is an open place where the past, the present and the future meet.

Lublin's culture has an exceptional character to it, which makes the cultural potential integrating and inclusive. Deriving from the local context, the culture is original and authentic. Oriented towards participation, diversity, the meeting of cultures, religions and ideas, it activates the residents to discover themselves, others and the world. Based on the solid foundation of heritage, it stimulates seeking universal values, ever present in the Polish and European culture.

Priorities

Four following priorities indicate key areas for the development of Lublin's culture and they further specify the assumptions adopted in the Culture Development Strategy.

- 1.1. Cultural and arts education
- 1.2. Culture development in the districts of Lublin
- 1.3. Strengthening Lublin's position in Europe and the world

During the Strategy's realization period the 700th anniversary of granting Lublin its location privilege, i.e. Magdeburg Rights, will be celebrated. To commemorate this historic event we are establishing a special Priority:

- 1.4. Lublin 2017

Focusing our actions on the indicated areas shall lead to achieving the Main Goal as well as advance towards the assumed Mission and Vision.

1.1. Cultural and arts education

This priority aims at **building open-minded and creative society based on a systemic and modern cultural and arts education.**

Cultural and arts education is to form conscious and critical consumers of culture, people of fertile imagination, sensitive to art and creatively active.¹³ In this document a broad definition of cultural education put forward by UNESCO has been adopted. According to that definition, cultural education encompasses

*introduction to and evaluation of cultural heritage as well as introduction to participation in the contemporary cultural life, engagement in the process of culture popularization, sensitizing to equal dignity of cultures and the primary bond connecting heritage with the present, aesthetic and arts education, moral and civil values education, preparation for critical use of mass media, inter- and multicultural education.*¹⁴

Cultural and arts education may as well be treated as a competitive strategy of the public cultural offer against the commercial entertainment offer. Benefiting from the cultural offer requires preparation to conscious participation in the contemporary cultural life because it is based on knowledge and skills acquired with more difficulty due to the effortless entertainment offer. In order for public investment into culture to be efficient, there is a need for cultural and arts education so that as many residents as possible are prepared to consume culture, not only the active and engaged ones.

Universal access to modern education is essential to attaining the Priority. Modern education shall be based on methods which stimulate creativity and innovation of the participants, especially within the following areas:

- Arts education¹⁵ – nurtures talents and creative potential
- Media literacy¹⁶ – as a response to rapid technological development, it facilitates to build an innovative society and economy based on knowledge

¹³ Olbrycht K., 'Staff for culture in education and education in culture. Report' ('Kadry dla kultury w edukacji i edukacji w kulturze.Raport'), p.11; in: www.regionalneobserwatoriumkultury.pl.

¹⁴ Olbrycht K., 'Cultural education of children and teenagers. Problems and challenges' (Edukacja kulturalna dzieci i młodzieży. Problemy i wyzwania'), p. 28-29, in: Cultural education of children and teenagers. Problems and challenges. Conference Materials from the conference organized by the Culture and Media Committee under the auspices of the Marshal of the Senate prof. Lingin Pastusiak, January 14th, 2003, Warszawa 2003.

¹⁵ Arts education perceived as acquisition of artistic skills with simultaneous perfecting of the acquisition methods, and supporting projects which showcase the practical side of those skills and presents them.

- Regional¹⁷ and civil¹⁸ education – they develop a sense of identity and pride of where one lives, which releases activity for the local community

Cultural and arts education should consist in two complementary, thematically integrated threads: on the one hand, reaffirmation of the importance of education for culture and arts in the cultural institutions and other entities which conduct cultural activity, and on the other hand, creation of a modern cultural offer dedicated to pupils and students, enriching the core curriculum and the educational framework.

Ultimately, the programs of all municipal cultural institutions and important cultural events shall be complemented with education. Cultural education shall comprise all aspects of culture and should be addressed to as many participants as possible. Nonetheless, the primary rule is to create culture based on the identity of place and the dialogue with the local community. NGOs should as well be included in the action expanding access to and popularization of cultural education.¹⁹

Undertaking cultural and artistic activity and simultaneously providing relevant school and university education may be tremendously supportive of the educational system, helping to develop a creative approach, build collective identity, shaping curiosity of the world and the habit of permanent self-education (according to the concept of lifelong learning²⁰). In order to achieve that goal, close cooperation between the Department of Education, the Department of Culture, the Board of Education and the academic circle is necessary. The fruit of their work and the cooperation between teachers and animator should comprise a comprehensive offer addressed to organized educational groups (pupils, students). The offer shall be compatible with the educational program implemented in educational institutions within the current curricula.

At the same time, both formal framework of arts education in Lublin means of support of talented persons on their way to professional career shall be developed.

16 Media literacy seeks to teach conscious usage of new and mass media, to improve media literacy and stimulate its creative usage.

17 Regional education familiarizes the residents with the past, the present and the future of their region, strengthening their sense of identification with the region; it shapes activist approach towards the region – protection of the monuments, cultivating the customs and other common values.

18 Civil education aims at gaining knowledge, shaping approach of popularizing and strengthening democracy and stimulating activist and pro-social behavior.

19 Whenever the term ‘NGO’ is mentioned in this document, it shall be interpreted as non-governmental organizations and entities listed in art. 3 section 3 of the Public Benefit and Volunteer Work of April 24, 2003 (Dz.U. 2010r., Nr 234, Poz. 1536 with as amended).

20 Compare: Assumptions of the program ‘Lifelong learning’ action program established by the Decision No 1720/2006/EC of the European Parliament and of the Council of 15 November 2006 in: <http://eurlex.europa.eu>

It should be clearly underlined that cultural education has substantial influence on encouraging the residents' initiative, releasing their need to connect and undertake common activities, which is the basis for building the social capital. Education stimulates creativity and acquiring competence to participate in culture and co-create it, thus improving personal quality of life and is one of the key foundations of innovative societies. It also has a positive impact on building the creative sector and economy based on knowledge which, in turn, boosts the economic potential of the region.

1.2. Culture development in the districts of Lublin

The implementation of this priority aims at **increasing cultural potential of Lublin's districts and at incorporating local communities into the process of the city's development through cultural education.**

The cultural offer is mostly available in the central districts of Lublin, along the axis connecting The Old Town with The Academic Campus. This wide stretch is where most cultural institutions operate and, consequently, where most cultural events take place. This kind of centralization puts more people in danger of cultural exclusion by defining boundaries limiting access to culture in terms of space and time. While maintaining the sites currently serving key cultural undertakings, long-term action shall be established to decentralize and redistribute Lublin's cultural offer to all its districts in a structured and sustainable manner.

Actions within this Priority shall be realized through:

- Cultural education
- Integrating the residents, activating them and encourage their inclusion in cultural activities
- Enriching the offer of cultural and artistic events presented in the districts

Implementing the Priority shall lead to the emergence of autonomous and sterling District Culture initiated and realized by various co-operating entities ensuring that all residents have enough space to learn, play, and experiment. Schools as natural activity centers play a vital role in shaping good habits, raising cultural competences and improving access to culture. Once this has been achieved, everyday local cultural activity shall flourish and local communities shall develop. Participative planning, drafting and implementing the offer may further stimulate these processes. A growing number of people engaged in activities conducted for the benefit of local communities presents new opportunities for Lublin's culture development, but most of all, it expands a range of opportunities of the residents, thus enabling them to create local communities based on culture. District Culture should, therefore, be 'first-aid' culture, which forges inter-human connection, fosters public dialogue, and furthers bottom-up activism.

The following actions are necessary for a steady growth of culture in the districts of Lublin:

- Acquiring more human resources for culture - not only staff routinely employed by cultural institutions, but also local leaders and the socially engaged residents, and duly increasing their competences
- Increasing the number of cultural entities by creating new institutions of culture as well as their local divisions and branches
- Developing social activity by supporting NGOs, local cultural centers, clubs of culture and parishes, as well as stimulating the forming of new informal groups working for the sake of local communities

- Seeking inter-institutional and inter-sectorial cooperation which would incorporate the centrally localized cultural institutions in planning and disseminating artistic and cultural events onto the districts
- Stimulating investments in new spaces and venues for cultural activity, based on thorough research and analysis

Special attention is due to the groups who have not actively participated in culture so far. The primary task ahead is to remove all sorts of boundaries, which could have prevented the participation, be they economic, spatial, infrastructural boundaries or ones related to time, communication or mentality. The development of culture in Lublin's districts should level the playing field and dispel the stereotypes stigmatizing certain parts of the city. It is of great importance to enable access to culture to people who cannot freely participate in it in places other than their whereabouts (hospitals, single-parent facilities, educational centers, care centers, etc.). The process of reversing the effects of cultural deprivation occurs when local residents are included in culture afresh, and not solely when they are compensated for it. Consequently, the cultural offer addressed to groups at the risk of exclusion should also appeal to other residents as much as possible, or should even be incorporated in the city's general offer.

The cultural development of Lublin's districts should be integrated with the development of neighboring communes. Culture knows no boundaries, nor is the city an enclave separated from the region, which is why seeking mutual inspirations and cooperation methods within culture is necessary.

At the same time we need to remember that Lublin's great opportunity as well as challenge is to preserve and popularize the region's immaterial heritage, especially in the vicinity of Lublin.

1.2.1. Strengthening Lublin's position in Europe and the world

Implementing this priority aims at **strengthening Lublin's position in Europe and the world by realizing strategic cultural projects.**

Programmatically, in Lublin there should be circumstances favorable to creating artwork as well as to undertaking exceptional, experimental and ambitious initiatives, which would enter into a meaningful dialogue with current affairs of the European and global art.

As an unmistakable manifest of ingenuity, sensitivity and organizational potential of local communities, cultural projects build the image and the brand of the city. They boost the residents' pride of their city, which translates into their life satisfaction in a given place. These projects ensure sufficient leeway as a versatile and multifunctional promotional tool, and eventually, they attract tourists and induce positive reactions among the audience.

Lublin will focus on culture as an effective promotional tool, selecting its cultural events on the basis of their quality and social resonance, determined not by their costliness, but their uniqueness and character compliant with that of the city and its brand 'Lublin – The City of Inspiration.' To attain that, the existing projects (The Magicians' Carnival, Theater Confrontations, The Night of Culture) will be developed and promoted, but at the same time new cultural and artistic initiatives will be created. These will be European-scale experimental undertakings using new means of artistic expression and new technologies. These events shall be international and based on partnership, cooperation, co-creation and integration of various sectors and domains. An appealing cultural offer triggers cultural and business tourism, and it is one of the factors conditioning investment decisions of home and foreign entrepreneurs.

Cooperation with twin towns and sister cities²¹, with which Lublin is connected by many joint ventures (artistic exchanges, experts' debates on culture, society and economy), also produces positive output. All these cities form international networks and platforms for cultural cooperation.

As ambassadors of the city, artists, cultural organizations, and social activists should play an important part in creating Lublin's positive image. Artistic creation shall be popularized and leading Lublin-based artists, such as Julia Hartwig, Robert Kuśmirowski, Leszek Mądzik, Andrzej Nikodemowicz, Janusz Opryński or Włodzimierz Staniewski, should be invited to participate in Lublin's international projects. These should be complemented by Lublin-based artists and animators' increased professional mobility. Using new media for publicity, they could thus widely present their work and launch new projects with their European and global partners.

Apart from exceptional events and extraordinary personalities, Lublin also boasts unique heritage related to the most important historical events in Europe, which incorporates the city into the narrative on the

²¹ Lublin cooperates with 31 twin towns and sister cities. They are: Alcalá de Henares, Brest, Debrecen, Delmenhorst, Erie, Granada, Ivano-Frankivsk, Jiading, Jiaozuo, Lancaster, Lviv, Lutsk, Luhansk, Münster, Nancy, Nilüfer, Nowy Sad, Nyköping-Falster, Omsk, Pernik, Panevėžys, Ramallah, Rishon Le Zion, Rivne, Starobilsk, Sumy, Tbilisi, Tilburg, Timișoara, Viseu, Windsor, in: <http://www.um.lublin.pl/>.

European integration and the peaceful co-existence of nations. These concepts are materialized in Lublin's great monuments – The Holy Trinity Chapel at the Lublin Castle and the Union of Lublin Monument.

An important element of Lublin's heritage which could reinforce the city's international position, is its close bond with the greatest and the most famous Pole. He lectured at the Catholic University for almost twenty-five years, then an eminent representative and promoter of culture, cardinal professor Karol Wojtyła, later Pope John Paul II – the saint of our times.

The very contradiction of values incarnated by Wojtyła is the testimony of the tragic experience of history represented by the former German Nazi concentration camp, currently the State Museum at Majdanek. Lublin's importance in the historical context has been so far officially acknowledged twice: the city was granted the status of The Monument of History of Poland and The European Heritage Label.

Simultaneously work will be conducted to distinguish an area or areas in which Lublin could become a global leader and there already are a couple of unique initiatives on a global scale in Lublin. These include: the activities of the Grodzka Gate – NN Theater, which cultivates the memory and ensures the presence of the city in virtual space; extreme concentration and activity of the theater milieu (Scena Plastyczna KUL, Center for Theater Practices 'Gardzienice') and the new circus. The activities undertaken by the Lublin Center for the Eastern Partnership are also noteworthy. Lublin wishes to become an active ambassador of the Eastern Partnership Program within the European Neighborhood Policy. This shall be achieved by means of developing initiatives of international exchange and setting up a cooperation network with the EU's eastern neighbors. There is no doubt that assuming a leading role would have an inestimable promotional dimension as well as immense importance for reaching a significant position on a global scene. For that reason, every action shall be taken in order to acquire the leading position in the afore-mentioned domains, nonetheless, this goal perhaps goes well beyond the year 2020.

1.4 Lublin 2017

This special priority aims at **integrating the city's identity and indication its development's direction by the 'new civil location.'**

The rationale behind this Priority is in line with Lublin's Development Strategy and with its '700th anniversary of Lublin's location' Area of Inspiration. Lublin's location with the Magdeburg Rights incorporated the city into the European civilization characterized by the concept of urban citizenship, which is now experiencing its renaissance in Poland. 1317 saw the adoption of the official civic rules which conditioned and augmented the city's spatial growth and secured its connection to the wider world. 2017 may be a symbolic date of the 'new civil location' of the city which will both connect it to the past and carry Lublin's international position, the city's local color, its affirmation of well-understood localness, its heritage, and the imagination of the future²² over into into the new century of development.

Lublin's efforts invested in the ECC 2016 contest proved the city's tremendous potential, showing that ambitious goals can be achieved jointly by many local environments. Not only was it possible, but it realistically changed the image of Lublin and the region. The anniversary of the location is a perfect opportunity to reach goals which could ultimately raise the residents' life quality and place Lublin on the map of the most important European cities.

2017 is the time to redefine Lublin by exposing its heritage, the long-standing multicultural character of the place, the tradition of the Union of Lublin (1569), the establishment of the People's Provisional Government of the Republic of Poland (November 1918), and the Strikes of July 1980 (Lubelski Lipiec '80). The New Location 2017 redefines Lublin as an ambitious, civil, entrepreneurial, academic, creative place, open to the world, teeming with artistic life, and managed in a participatory manner.

Among the main program areas there are:

- Cultural events – they continue activities started within the ECC application process, enriched with new projects and cultural programs.
- Social activities – the mainly comprise activating excluded social groups or those whose access to active social and cultural life is limited. Through support programs these actions are addressed to seniors, people in a difficult financial situation, and the disabled.
- Educational activities – a wide area implemented by kindergartens, primary schools, junior high schools and high schools. Special educational programs will present Lublin's rich heritage, its cultural, sports and social life by common actions of educational and cultural institutions.
- Scientific events – a number of events prepared by Lublin's academics. Research, publications, conferences on Lublin's past and its role in the history of Poland and Europe.
- Recreational, sports and tourist activities – these areas will promote a healthy, active lifestyle.

²² *Lublin's Development Strategy 2013-2020*, p. 71; in: <http://bip.lublin.eu/bip/um/index.php?t=200&id=184161>.

2017 will also be a good reason to assess and evaluate the realization of the assumptions presented in this document, to look carefully at the past and vigorously enter into the future. The program of the celebrations will be a milestone in the project of building Lublin's new and modern identity, much as the vision of its development through culture.

Given its special character, this Priority has its separate Operational Program: 3.7 New Location – Lublin 2017. It shall be realized according to some parts of other Operational Programs as well, so that the entire potential of the city and its residents may be presented within the 700th Anniversary Celebrations.

2. Operational Areas

In order to define and systematize key actions necessary to realize the adopted Strategic Assumptions and ensure smooth implementation of the Operational Programs, six non-hierarchical Operational Areas have been selected. These are:

2.2. Cultural offer

2.3. Participation in culture

2.4. Access to culture

2.5. Cultural spaces

2.6. Culture management

2.7. Financing of culture

All areas are interconnected and affect one another, which is why effective implementation of the Strategy requires simultaneous and sustainable development in all planned Areas. They could be represented in the form of a hexagon picturing their interdependence.

Figure 3: Operational Areas

[kolejność od 'oferty' wg wskazówek zegara]: offer, space, financing, management, participation, access

Already planned actions, which are indispensable to the development Lublin's culture, often go beyond the capabilities of the City Office and the city's institutions of culture alone. The main actions, which were agreed on when drafting Operational Areas, mostly comprise the ones which the Municipality of Lublin and its subordinate units will lead and govern. The Areas, nonetheless, do account for other actions that the city wishes to support, popularize and in which it wishes to participate.

2.1. Cultural offer

Creating conditions for unfettered art-making on the part of the artists, for conducting unrestrained creative activity on the part of animators and managers of culture, and for presenting both. Adjusting the cultural offer to the needs which spring from implementing the assumptions of this Strategy, and from the occurring changes which affect participation in culture²³. The city-financed Offer shall be included in the cultural activity program of the cultural institutions (see 2.6.2. Rules for financing the city's cultural institutions) realized within Operational Programs.

2.1.1. Creating conditions for art-making

They shall enable Lublin-based artists and animators to engage in experimental projects and to take artistic risk by, for example:

- Supporting the process of expanding the offer of artistic workshops and master classes
- Developing the program of scholarships granted for artistic projects
- Supporting artists' mobility, participation in nationwide and worldwide workshops, competitions and festivals

These actions shall ensure the conditions for unfettered development of various forms of culture and for attracting people imbued with high creative potential. City-financed projects shall be created based on the place's identity or in cooperation with the local community.

2.1.2. Optimization of cultural institutions of Lublin's offer

It constitutes perfecting and reinforcing the specificity of the program offer proportional to the social needs and the compliant with the Culture Development Strategy. Ultimately, the same shall apply to the strategies of particular cultural institutions with the view to being complementary (in terms of space and time) to the cultural offer of other entities. This offer shall be evaluated within a constant public debate and via analyses conducted by the Culture Observatory.

2.1.3. The advancement of NGOs' cultural offer

It is financed by the city as part of public tasks accomplishment within arts and culture. NGOs' cultural offer should advance especially in the wake of including the assumptions of the Operational Programs into the criteria of open tenders and thanks to cooperation between the personnel of the City's Culture Department and that of the tertiary sector.

²³ These changes include demographic changes, changing patterns of spending free time, needs and tastes of participants, their lifestyle and capacity of reception.

2.1.4. Expanding and advancement of local cultural centers' offer

This section refers to the 'first-aid' cultural centers spread across the city, whose aim should be to integrate the local community and ensure various groups of people (in terms of age, environment, milieu, etc.) everyday, active contact with culture and arts education. The offer shall be adjusted to the local needs and to the dynamics of a local social situation. Local branches of the city's Public Library should be a space for cultural activity, a program of meetings and discussion on local and municipal culture.

2.1.5. Enriching the offer of cultural events presented in the city's districts by:

- Utilizing the existing infrastructure for cultural purposes (libraries, schools, kindergartens, sports venues)
- Realizing parts of the programs of cultural institutions and festival events outside the city center
- Supporting cultural activity for local communities conducted by NGOs and local leaders

2.1.6. The presentation of outstanding phenomena in the Polish and European culture

These phenomena comprise the development of cultural patronage and the openness of Lublin's cultural institutions to international initiatives by the exchange of cultural events, organizing residencies and art festivals. Artwork and phenomena brought to Lublin shall both be unique and considerably enhance the chances of direct participation of the residents in quality cultural events (which results from the adopted rule that the creation of arts and culture in Lublin predominates over their import). This is particularly important for the improvement of cultural competences and for spreading out the city's external contact network, part of which would be Lublin's inclusion in new initiatives and mounting the city on new platforms of cooperation.

2.1.7. Support for the development of a cultural offer created by and for the environments representing national, ethnic and religious minorities

This shall be done by creating the right conditions for preserving the minorities' heritage and for the presentation of their cultures, as well as for popularizing an intercultural dialogue, multicultural and intercultural education.

2.1.8. Expanding the offer of 'unwitting' contact with art and culture

It is aimed at providing common, everyday contact with art and culture, which would go along the way of other forms of activity. Art and culture shall be introduced into the public and private space by:

- Anchoring art in the space of districts by district-specific event-organizing
- Formulating clear-cut and friendly rules which would determine temporary or permanent display of art pieces in the public space, observing the highest esthetic standards
- Co-creation of local art spaces along with the residents (putting up installations, painting murals, doing gardening art together)

- Creating a program of public open-air cultural and socio-cultural events (often curated by animators), including happenings and performances
- Organizing special events and exhibitions in private and public spaces unrelated to culture

2.1.9. Creating the offer of cultural tourism

The offer shall be based on contemporary art and culture which mirror Lublin's individual character and resources. The offer shall arise from the implementation of the adopted Operational Programs and a general tourist offer presented in the project entitled 'The Strategy of Lublin's Tourism Development until 2015'²⁴.

2.1.10. Support for the enhancement of tourist, recreational and sports offer

This offer constitutes an important complement of cultural activity, which is a factor of high quality life standard in that it broadens the spectrum of available leisure and popularizes physical activity. This offer adds to supporting versatile personal development of the residents which includes culture, tourism, social and health-promoting activity. Such an offer should open up an opportunity for social integration.

²⁴ The Project of the Strategy of Lublin's Tourism Development until 2025. Part II: Strategic Assumptions, p. 9-73, in: <http://bip.lublin.eu/>.

2.2. Participation in culture

Developing the needs and skills necessary to be in touch with culture in all its shapes and forms, the inclusion of people and groups of people at risk of cultural exclusion into culture, especially the disabled and seniors; Improving the competences of cultural creators and animators.

2.2.1. Developing the habit of participating in culture

This habit shall be acquired by all residents of the city, but at the same time it shall account for of groups of people having specific needs, e.g. young people, students, the middle-aged and seniors.²⁵

2.2.2. Cultural education

It encompasses dually delivered education – ‘towards and through culture²⁶’ by means of an offer which is:

- Prepared by cultural institutions (including those conducting diverse artistic activity) and NGOs
- Complementary to and correlated with the programs of educational institutions of all levels (according to Priority 1.1. Cultural and arts education).

2.2.3. Promoting active lifestyle and participation in culture as a way of raising the quality of life by:

- Breaking the habit of spending free time in a passive manner
- Promotional campaigns encouraging participation in culture
- The propagation of volunteering by, among others, enhancing volunteering programs in cultural institutions
- Supporting social initiatives of the residents
- Co-organizing cultural projects along with the residents

2.2.4. The inclusion of people and groups of people at risk of exclusion into cultural activity

This encompasses activating the disabled, people from underprivileged districts, those in hospitals, nursing homes, refugee centers, penitentiaries, etc. Activities within this area shall enable the inclusion and integration of various social and age groups within the existing cultural offer.

²⁵ The term ‘senior’ denotes any person, regardless of their age, who has retired and therefore completed their professional activity, which in turn requires a change of habits due to more free time and different time preferences of exploring the cultural offer.

²⁶ Education ‘towards culture’ means education towards local, national and global values, whereas education ‘through culture’ leads to the development of personality and cultural competences. See: I. Wojnar ‘‘Dramat edukacji – szanse i ograniczenia edukacji kulturalnej’’ (The Drama of Education – opportunities and limitations of cultural education’) in: ‘Oświata i Wychowanie’ (‘Education and Upbringing’) 1989, no. 38, p. 25-26

2.2.5. Supporting talented persons on the way to their artistic careers

This means spotting talents, but also creating the right conditions for their development and facilitating artistic debuts. The activities leading to that shall include:

- Enhancing the city's scholarship programs
- Building an open scholarship database
- The improvement of patronage
- Creating the system of talent development based on cooperation between cultural institutions, schools and universities by launching a mechanism in which all the city's cultural institutions shall have their strategic partners among schools and universities, and by engaging the most promising students in the activities of culture operators (internships, traineeships).

2.2.6. Increasing the competences within culture

This regards the creators of art, cultural animators and managers of cultural life and shall be achieved by:

- Holistic educational programs (e.g. the Incubator of Culture)
- Activities aimed at the continuous raising of qualifications
- Participation in cultural projects which demonstrate new solutions, new trends and cultural phenomena, active networking with representatives of artistic milieux, enriching the culture of Lublin by the experience of other cultural environments

These actions shall include motivational factors, i.e. the appreciation for achievements in a given area of culture (prizes and scholarships), as well as open access for beginners and the cultural personnel to traineeships, internships, study visits, conferences, congresses, projects, residencies, higher education including international education (e.g. through foreign education refund programs).

2.2.7. Inspiring the development of the creative sector

The development shall be propelled by identification, promotion, inspiration and creation of intersectoral network of connections and cooperation with entities working in the creative sector, such as associations, private entities or centers for cooperation between business and education. This activity encompasses forming art clusters, incubators, cultural creation in Lublin and export thereof, promotional campaigns, culture fairs, etc.

2.3. Access to culture

Access to culture comprises creating the right conditions for participation in culture by the application of systemic and organizational solutions. It presents a tangible possibility of benefitting from the cultural offer and it enables access to online cultural resources. Better access to culture is closely related to breaking barriers, especially spatial, time, infrastructural, economic and communicational ones.

2.3.1. Optimizing the network of ‘first-aid’ cultural centers

It aims at maintaining the existing local cultural centers and library branches, and enriching the network thereof with new facilities so that eventually the physical distance no longer constitutes a barrier on the way to accessing local cultural spots. Working hours of these facilities shall be adjusted to the needs of local communities.

2.3.2. Devising and implementation of an integrated cultural information system which would include, among others:

- Collection, distribution and promotion of data on cultural events, enabling their coordination in time and their adjustment to the audience’s needs
- Increasing the residents’ awareness of the existing culture operators, their offer and the possibilities of participating in the events organized by them
- The improvement of cooperation between entities managing cultural information (e.g. The Center for Promotion of the Lublin Region, The Lublin Center of Tourist and Cultural Information)
- Enhancing the ticketing system (in particular, the aspect of distribution), including that of the facilities run by the Marshal’s Office
- The regulation of advertising space management, which remains within the competence of The City Office, by integration, expanding and ordering an external system of cultural information, based on the existing forms of communication with the recipients (e.g. advertising pillars, billboards, notice boards)
- The development of cultural information system in the districts
- Utilizing new communication technologies
- Active promotion of the cultural life in Lublin in high schools, first-year university students and in public places, such as train/bus stations, airport, shopping malls

2.3.3. Breaking economic barriers to access to culture by:

- Supporting the existing ticket financing programs and developing new ones

- Creating cultural bundles, season tickets, loyalty programs, participation in national promotional campaigns
- Developing a free cultural offer, especially regarding cultural education addressed to children, seniors, and groups at risk of exclusion, as well as a free cultural offer in the public space
- Systemic state-financed help and seeking financial resources from private patronage and backers which would support talented but economically disadvantaged people

2.3.4. Breaking architectural barriers

in cultural facilities and monuments as well as in tourist sites, sports and recreational venues by accounting for the needs of persons with disabilities –representatives of the disabled shall be involved in the process of planning renovation works or entirely new investments.

2.3.5. Transforming cultural institutions into family-friendly places by:

- Event-planning for children and their guardians
- Setting up combined activities program (activities for children and those for their guardians at the same time)
- Providing childcare during cultural events

The above shall enable guardians to participate in culture and be a pretext for cultural education of the youngest.

2.3.6. Posting the cultural offer online

by live-streaming cultural events, digitalization and subsequent enabling access to the digitalized resources (especially those of libraries, museums and archives), creating online communication platforms, databases and mobile apps.

2.3.7. Substantive support of the cultural tourism information system, which includes among others:

- Tourist markings (as well that of contemporary heritage)
- Publishing brochures and guidebooks (including multimedia ones)
- The preparation of materials on new tourist products²⁷

Multilingual, multimedia and online content, which will promote Lublin internationally, shall complement the system.

²⁷ The Project of the Strategy of Lublin's Tourism Development until 2025.

2.3.8. Allowing people and groups of people from outside the city access to culture which comprises among others:

- Mainstreaming (inclusion) of participation in cultural events in trip itineraries, tourist visits, conferences, and symposia
- The ‘exportation’ of Lublin’s best cultural offer to the neighboring communes
- The support of cooperation and realization of common projects within city-region partnership

2.3.9. Adjusting the existing offer to foreigners’ needs by breaking the following barriers:

- The linguistic barrier (websites and promo materials in foreign language versions, exhibition descriptions in English, subtitles in theaters, simultaneous interpretation)
- The cultural barrier (creating the offer which respects foreign culture codes, complemented by activities familiarizing the audience with those cultures)

2.4. Cultural spaces

This means creating places for culture which will constitute spaces for cultural activity and art reception, and which will exhibit the qualities of the city’s culture permanently imprinted in certain spaces of Lublin. This area is closely related to areas 2.3 Access to culture and 2.1 Cultural offer, by a relation to public space since a considerable part of the cultural offer is available on squares, in the streets and green areas.²⁸

2.4.1. Improving housing conditions and the quality of space for the entities conducting cultural activity which includes:

- Investing in new buildings
- Adapting architecturally interesting facilities for cultural purposes
- To make unoccupied spaces in commune-owned buildings available
- Gradual renovation and retrofitting of the spaces where cultural activity is being conducted, attention to esthetics and artistic expression

2.4.2. Creating new and supporting the existing places inspiring activity, entrepreneurship and civil engagement

These places operate on the crossroads of different domains (science – culture – art, sports – culture, culture – economy) which inspire personal and community development, which are oriented toward network cooperation, e.g. creating “The NGO House,” supporting co-working, art incubators, media labs, creating meeting spaces in and around the city’s cultural institutions, etc.

2.4.3. Using the existing infrastructure for cultural purposes

The aim is to equip ‘first-aid’ facilities by, among others: using the infrastructure of schools and other public institutions as well as sports and recreational venues for cultural purposes.

2.4.4. Creating conditions for recreation and open-air activities by for example:

- Making use of river valleys and ravines for social and artistic activity
- Creating the space of ‘playground/backyard games’ which would both be safe and integrate the residents of various ages close to where they live

²⁸ The scale of this phenomenon demonstrates a burning need for intervention and coordination of the activities related to it in order to minimize negative outcome (e.g. noise and intensity of the events) and to maximize the positive ones (e.g. revitalization and spending free time together).

2.4.5. Qualitative development of Lublin's historical sites

It is not only the protection and renovation of particular monuments, but most of all, the development which will ensure the historical part of town a long life and functional appeal, rendering their history transparent. It also comprises tending to green areas and taking care of ecological conditions at those sites, harmoniously sealing the city's ruptured tissue and improving the condition of urban spaces.

2.4.6. Improving the city's visual congruity and its cultural landscape concerning:

- The improvement of public spaces' esthetics, including the standardization of advertising media (banners, advertising pillars, posters)
- The protection of the city's panoramas and exhibition thereof
- Emphasizing the city's natural character by thoughtful urban planning of the buildings and green areas, e.g. river valleys and ravines to which Lublin owes its favorable ecological and scenic conditions.
- **2.4.7. Animating the culture of dialogue around urban space planning**
- This means socializing the process urban planning and the openness to civil activity when deciding on changes in the public space (social consulting of common space planning), and including the residents in the process of planning their neighborhoods.
- **2.4.8. The improvement of spatial infrastructure quality**
- Particularly that of tourist services, including: bus/train stations and their surroundings, transit roads, bus stops, meeting high esthetic standards at the same time.

2.5. Culture management

Streamlining the methods of culture management, adjusting them to servicing a growing number of participants and culture operators, simplifying the procedures for organizing cultural activity, promoting the disclosure and transparency of management as standards indispensable to socializing the participation in culture and civil behavior.

2.5.1. The implementation of the city's cultural policy

This task of the Department of Culture mainly concerns organization and management of public financial resources for cultural activity according to the assumptions of the policy. It also includes organizational, financial and quality supervision of the city's culture operators and the assessment of their effectiveness. Any decisions shall be made based on data, opinions and studies and therefore they shall be transparent and adjusted to the current situation and the specificity of the cultural sector.

2.5.2. Streamlining the management of the city's cultural institutions

This should be done based on strategic management that aims at maximizing the effectiveness of:

- Preparing the development strategy and long-term plans for the operation of the cultural institutions
- The implementation of cultural programs and activities accompanying them
- The management of available space and financial resources including gaining new sources of financing

This process shall correlate with raising the competences of the staff, members of Program Councils and the participants, the realization of audience development program, setting up cooperation networks and the development of monitoring and evaluation of the undertaken activity. Studies carried out by the Culture Observatory, the opinions of The Culture Council and other environments, as well as advice of particular Program Councils shall provide professional support for the managers of those institutions.

2.5.3. The development of cooperation with NGOs

Its basic assumption is to establish partnerships with the tertiary sector within the realization of public responsibilities towards arts and culture by, among others:

- Engaging NGOs in the realization of the Operational Programs
- The assessment of task fulfillment based on constant monitoring and evaluation conducted on the basis of qualitative indicators, analysis of the content of realized projects, their contribution to the city's cultural policy and their compliance therewith (especially by incorporating the assumptions of the Operational Programs in the criteria of open tenders)
- Consulting all changes and plans concerning the NGO sector with the representative of the counseling bodies (e.g. Public Benefit Works Council, The Council of Culture)

- Initiating actions for the development of the non- governmental sector, including the simplification of association by abolishing cumbersome procedures, e.g. by facilitating financial settlements
- Increasing the transparency of financial resources distribution and of competitions, making representatives of the cultural milieu members of competition committees
- Organizing training on gaining and settlement of city financing
- Supporting the activities of NGOs by searching and granting access to premises for cultural activity (especially by creating ‘The NGO House’), and by consolidating the environment by forming and promoting the Forum NGO cycle

At the same time the promotion of the tasks at hand and its coordination with the remaining offer shall be improved.

2.5.4. Cooperation between the Municipality of Lublin and the Lublin Region within culture management:

the cooperation of the administrations of the city and the administrations of the region that thereby set common goals and common rules for coordination of the cultural policy including shared culture monitoring and advisory bodies.

2.5.5. Enhancing the communication system between culture operators

It aims at an increased information flow and at a transfer of good practices, which will facilitate the coordination in undertaking common actions and realizing common projects and Operational Programs. These actions shall apply to the entire region.

2.5.6. Socializing culture management, which consists in:

- The preparation and implementation of participatory methods of management based on formal and informal platforms for civil activity (e.g. The Council of Culture, The Public Benefit Works Council, Forum for the Culture of Space)
- Initiating a public debate on culture and its importance in social and economic development
- Creating the cultural offer of various institutions based on a social dialogue, participant surveys and increasing the role of Program Councils of cultural institutions

Culture shall be a stronghold to the implementation of the participatory methods of management on the municipal level, which lead to socializing the decisive processes and generating partnership initiatives in other areas as well.

2.5.7. Monitoring and assessment of the cultural sector and the creative sector exercised within the Culture Observatory. It includes:

- Drawing up and conducting research projects
- Making analysis, publishing research findings, reports and recommendations meeting current needs
- Developing both the methodology of researching the cultural sector and the creative sector, and the forms of reporting

2.5.8. Supporting entities operating in the districts which contribute to the popularization of culture, which includes:

- Organizational, professional and financial help for entities which conduct cyclical events for culture development of the districts, especially for local cultural centers and local community clubs
- Monitoring and implementation of innovative solutions facilitating leading organized civil activity in its form and procedures (including formal and accounting requirements), as well as raising new sources of funding this activity

2.5.9. Implementation of the code of ecological standards

The goal is to implement technical and organizational solutions which contribute to the protection of the environment in the cultural institutions and facilities, especially regarding energy and water saving, waste management, maintaining the quality standards of services provided.

2.6. Financing of culture

This area aims to provide constant development of culture by drawing up a clear financial policy of the city and by an active search for external financing. It also serves facilitating the financial settlement procedures.

2.6.1. Introducing the parity of spending for culture in the city budget

This parity shall ensure growth depending on the economic condition of local authorities. The budgetary parity shall serve the realization of regular cultural tasks (in case of special events, such as the 700th anniversary of the location act, the budget will be accordingly increased), ensure predictability of the financial condition of the entities conducting cultural activity creating the conditions necessary to plan cultural activity ahead.

2.6.2. Determining the rules of financing the city's cultural institutions based on:

- Earmarked subsidy (obligatory) which covers maintenance costs, operational costs of institutions and the costs of the adopted cultural activity program
- Bonus system based on the realization of new tasks and programs, the increase of effectiveness and acquiring new external funding, such as individual contributions system

2.6.3. Financing of public tasks within arts and culture

These tasks are executed by NGOs, using all legally sanctioned methods of their contracting, especially by means of open tenders of cultural offers the criteria of which shall be in accordance with the foals of the Operational Programs.

2.6.4. Utilizing the existing financial instruments to enable the development of the non-governmental sector such as:

- long-term tenders and individual subsidy tenders
- granting loans (renewable financial resources) for individual contribution to the projects, and for the realization of the projects which are based on expense refund

These actions shall be complemented by a systematic monitoring and the implementation of new solutions.

2.6.5. Increasing the income of the city's cultural institutions

This shall be attained by the diversification of their funding, which shall introduce a wide range of opportunities for the reinforcement of their financial situation, and therefore increase the budget for their statutory activity. The diversification comprises obtaining grants within:

- The EU funds

- EEA grants and Norway grants
- International Viseguard Fund
- The programs of the Minister of Culture and National Heritage
- Re-granting of the national cultural institutions (Adam Mickiewicz Institute, The Book Institute, The Institute of Music and Dance, Polish National Center for Culture, The Polish Film Institute)
- The resources of foundations working for the cultural sector
- The developing private sponsoring and creating the system of patronage promotion (awards, galas, statuettes, certificates, etc.)
- Generating income from the accompanying activity (the ratio of the statutory and accompanying activity shall be agreed on with the Program Councils in order to avoid excessive commercialization)

2.6.6. The implementation of task budgets

as a principle for finance management which shall gradually become binding for all cultural institutions and NGOs which cooperate with the city office. Task budget enables the analysis expenses for particular undertakings and comparing their costs (including operational costs) with their outcomes. This, in turn, shall enable a coherent financial policy within culture and a professional assessment of the costs incurred.

2.6.7. The implementation of an online payment clearance and settlement system

by implementing the system of IT service which shall facilitate the financial settlement procedures. Until the system has been launched, there will be works carried out facilitating the conventional settlement, especially concerning the procedures and settlement forms.

3. Operational Programs

Operational programs are a direct method of implementation of the Strategic Assumptions of the Culture Development Strategy and a way of disseminating it. These are long-term, interdisciplinary bundles of tasks which integrate various actions around particular issues. They have been so constructed as to initiate the activities leading to creating sturdy planes of cooperation, and so as to enable the inclusion of all stakeholders. The realization of these programs requires strategic planning and the coordination of all projects and undertakings organized simultaneously by numerous entities. The assumed interdisciplinary and comprehensive character of the aforementioned undertakings helps to reach synergy and to accumulate the outcomes.

Following is list of twelve Operational Programs deemed extraordinarily important for the implementation of the proposed cultural policy upon drafting this document:

- 3.1. The Districts of Culture
- 3.2. Cultural Institutions
- 3.3. Culture and Education
- 3.4. Lublin – Memory of the Place
- 3.5. Lublin 2.0
- 3.6. Lublin for Children
- 3.7. New Location – Lublin 2017
- 3.8. Culture Observatory
- 3.9. Open East
- 3.10. Spaces for Culture
- 3.11. International Cooperation
- 3.12. Cultural Events

Each of the proposed programs has been described in the form of the Program Charter which includes a short description. The Charter determines the starting point and indicated the direction of work that ensues. The Charters will be subsequently elaborated, approved and implemented in pursuance of the implementation procedures.

Saving space for new Programs enables adjusting the realization methods of the Strategic Assumptions to the changing needs and emerging new opportunities. The existing Programs, as well as the new ones, shall pursue the policy worded in this document, including at least one of the indicated Priorities. Operational programs, in essence, integrate various actions around certain ideas and values, not fields of art, sector or an entity.

3.1. The Districts of Culture

Priorities

1.2. Culture development in the districts of Lublin

1.1. Cultural and arts education

1.4. Lublin 2017

Starting point

Upon launching the pilot edition of the Districts of Culture Program in 2013, the Municipal Department of Culture carried out an analysis of the cultural-educational potential of the city. Findings showed a considerable diversity of Lublin's districts cultural potential, while statistical research revealed a strong correlation between available offer and the number of public and cooperative cultural institutions which operate in a given district (it equaled 0.92). The analysis of their distribution is, therefore, justified.

In six districts²⁹ there are no operating public or cooperative cultural institutions whatsoever, and in the next seven there is only one per district³⁰. These deficiencies are particularly visible in the newly-built districts (South Czuby, Felin, Szerokie) and in the old ones, often postindustrial, whose residential buildings are scattered (e.g. Hajdów-Zadębie, Zemborzyce). The distance from the city center as well as the sparse transportation network (especially public transport) reinforce the spatial and time barriers, hampering the residents' participation in cultural life.

There is a noticeable diversification of the spatial distribution of cultural institutions depending on their type. As it is in most cities, the most centralized ones are artistic institutions, all 4 within the city limits (3 theaters and the philharmonic), which have their permanent seats in the very center of the city (currently measures are being taken to relocate the Hans Christian Andersen Theater to Kunickiego street in Dziesiąta, a district in the south of Lublin).

Libraries are the largest group of cultural institutions (about 35%). The Hieronim Łopaciński Municipal Public Library has 37 branches, which operate in 20 districts. Every branch operates actively on cultural-educational grounds which go far beyond lending books and popularizing reading. Moreover, there are 15 cultural centers in the city (17 locations in 11 districts). What is characteristic of Lublin is the simultaneous functioning of municipal (district – managed by the Department of Culture and youth – run by the Department of Education) and cooperative (run by housing cooperatives) cultural centers and clubs. Their offer is complemented by 8 cultural centers, one public art gallery, and 2 private cinemas.³¹ These

29 These are: Abramowice, Hajdów-Zadębie, Panikwoda, Sławinek, Szerokie, and South Węglin.

30 These are: South Czuby, Felin, Głusk, Konstantynów, Sławin, Za Cukrownią, and Zemborzyce.

31 The opening of a new one is scheduled for November 9th, 2013.

institutions conduct intense and diversified cultural activity, nonetheless, they are all located in the central districts of Lublin (The Old Town, Śródmieście/Downtown, and Wieniawa).

The above-mentioned cultural offer is complemented by educational classes led by schools and the activities organized by parishes and NGOs. Although there is insufficient data to make in-depth analysis of their activity, the fact of the matter is there is a group of locally and culturally active schools (e.g. The Jan Hetman Zamoyski High School, The Maria Skłodowska-Curie High School), churches (The Blessed Virgin Mary Parish and the Holy Family Parish) and NGOs (The 'Sztukmistrze' Foundation, KLANZA Association of Animators, The Henryk Wieniawski Music Society). These entities may become some of the Program's most important partners thanks to their human resources and creative potential.

The pilot edition of the Program, which has been launched, is realized through:

- Reinforcing NGOs which work for the benefit of the districts (more financial resources for the realization of the task Culture in the districts)
- Implementing the programs prepared by three municipal institutions (Program Operators): Bronowice Cultural Center, Węglin Cultural Center and The Workshops of Culture, each one of which coordinates activities in nine districts³²
- Educational programs of the Hironim Łopaciński Municipal Public Library

The project results in about 120 projects including a couple of major undertakings (SUWAK project³³ or the District Cultural Incubator³⁴).

32 Bronowice Cultural Center – Abramowice, Bronowice, Dziesiąta, Felin, Głusk, Hajdów-Zadębie, Kalinowszczyzna, Kośminek, and Tatarzy;
Węglin Cultural Center – South Czuby, North Czuby, Konstantynów, Sławin, Sławinek, Szerokie, South Węglin, North Węglin, and Zemborzyce;
The Workshops of Culture – South Czechów, North Czechów, Ponikwoda, Rury, The Old Town, Downtown, Wieniawa, Wrotków, and Za Cukrownią;

33 A yearly comprehensive educational program addressed mainly to the children and youth residing in communal housing, which comprises: artistic skills workshops, occasional concerts, educational broadcasts, the Winter in Town action, linguistic workshops, IT classes, making the Music Atelier.

34 A training course cycle (October 2013 – January 2014) which familiarizes the participants with knowledge indispensable to efficient and sustainable management of cultural entities and to proper organization of all sorts of cultural events.

Examples of the Program partners:

- The Operators: Bronowice Cultural Center, Węglin Cultural Center, The Workshops of Culture
- The Hieronim Łopaciński Public Municipal Library
- Other cultural institutions, especially 11 cooperative cultural centers and local community clubs
- District Councils
- Local informal groups
- Schools and other educational institutions (including youth cultural centers)
- Other entities operating in the districts including: NGOs, parishes, branches of the Municipal Family Support Center (MOPR), activity centers, private entities conducting cultural activity, and others

The direction of changes (goals, description, results)

The aim of the program is to increase cultural potential of Lublin's 27 districts through:

- The increase in active participation in culture of the residents of Lublin.
- Creating new opportunities for raising cultural competences.

The realization of the Program springs from the conviction that participation in cultural life shall be part of every resident's life, which is why the ongoing centralization of the infrastructure and cultural offer, which in turn lead to disproportions in access to culture, should be eliminated. Measures taken to do so had been planned as a repetitive cycle of three simple actions, namely:

- The diagnosis of the present situation
- Enhancing the position of the existing cultural operators, enhancing their offer and its diversity
- The development of new offer, activating culturally dormant and underprivileged residents.

The proposed activities focus on four ideas – the pivots of the Program:

- Lublin for children³⁵
- Culture for Seniors³⁶

³⁵ "Lublin for children" is the concept of developing the city considering the needs of its youngest residents. There is an entire spectrum of actions for their benefit, from creating a special offer, i.e. dedicated to this group on the borderline of culture and recreation, dedicated to the target audience in question (the said youngest beneficiaries) to accounting for their needs when planning the urban space.

³⁶ This pivot shall be extended into a comprehensive system of supporting cultural activity of the seniors by, among others, supporting the existing Seniors Clubs, supporting the existing cultural offer and creating a new one,

- Install: Culture³⁷
- District Spaces of Cultural Education³⁸

The Program will be realized mainly by expanding the scope of cultural education, especially by means of organizing cyclical workshops of artistic skills related to different fields of art (e.g. theater, music, visual arts, and dance). This educational offer shall be complemented by social animation and by enhancing the cultural offer of events available in the districts.

Select elements of the Program shall be part of the 2017 celebrations so that ‘the new civil location’ of the city becomes the holiday of the districts and reveals their potential.

Anticipated results:

- Facilitated access to cultural education and an increased number of cultural events in the districts.
- Winning over new recipients of culture, e.g. groups at risk of exclusion.
- The support for creative personalities, the activation of creative potential of the residents which manifests itself in an active lifestyle, self-education (according to the concept of lifelong learning), and in the growing number of bottom-up activism.
- The increase in the residents’ cultural competences, including making informed choices and critical assessment of cultural phenomena.
- The increase in the sense of belonging to the local community, in pride and responsibility for one’s district and city; the development of the new civil society.
- The optimization of the ‘first-aid’ cultural centers network and increasing the effectiveness of their actions (higher standard of the premises, raising management competences, expanding the cultural offer, and adjusting it to the needs of its recipients).

popularizing actions for the seniors’ inclusion in culture 2.0. Exploring the seniors’ potential, knowledge and experience as well as building intergenerational bridges, e.g. by the seniors’ active participation in volunteer and educational programs, will be an important element of the actions undertaken.

37 “Install: Culture” is the concept of expanding the group of active recipients of culture by people and groups who hitherto have not been able to explore the cultural offer at all or to fully explore it for various reasons.

38 District Spaces of Cultural Education will host cyclical artistic workshops including music, visual arts, dance, and theater classes. The approach to each of the domains of art is multidisciplinary (e.g. visual arts do not only comprise drawing, sculpture and painting, but also graphic arts, photography, animation, ornamentation, calligraphy, stage design, graffiti, costume design, decorative arts as well as arts and crafts.

Example tasks:

- Establishing and updating databases of resources indispensable to the realization of the program, among others:
 - Including the information on the cultural-educational potential of particular districts into the Spatial Information System
 - Investigating the cultural needs and competences of the residents adopting various criteria, with emphasis on their residence address
 - The diagnosis of the needs and conditions necessary for further development of the existing entities conducting cultural activity
 - Creating a bank of common resources.
- The development of the facilities network operating in the districts and modernizing the existing infrastructure by, among others:
 - Optimizing the network of cultural centers and library branches, as well as utilizing the districts' existing infrastructure for cultural purposes
 - Redefining the goals and methods of operation of local cultural institutions (cultural centers, local community clubs, libraries) and expanding their activity by social functions (activating and animating the residents)
 - Creating a system of evaluation of educational activities accounting for their cost, participation, and the participants' satisfaction
 - Creating and implementing a comprehensive support system for the districts' cultural institutions
 - Breaking the barriers limiting access to the cultural offer – adjusting the offer to the needs and capabilities of the participants, including those with disabilities, seniors and children with their guardians.
- Creating a cooperation network between cultural operators, which work in the districts, and the remaining stakeholders of the Program by, among others:
 - Supporting cultural education programs in schools
 - Creating a system of cooperation with the universities of Lublin – a system of internships, traineeships, thesis preparation, co-organizing cultural events
 - Improving the system of cultural activity information and creating the system of information about the Program
 - Creating the participatory model of initiation and realization of minor cultural projects
 - Strengthening local cultural institutions by other entities (including fine arts institutions).
- The development of the cultural offer available in the districts:
 - Enhancing the cultural events offer in the districts
 - Developing new areas of education on the borderline of culture and other domains
 - Creating operational programs (thematic or addressed to specific groups of people) which engage several or more districts.

3.2. Cultural institutions

Priorities

- 1.1. Cultural and arts education
- 1.2. Culture development in the districts of Lublin
- 1.3. Lublin in Europe and in the world
- 1.4. Lublin 2017

Starting point

Pursuant to the text of The Act on Organizing and Conducting Cultural Activity³⁹, in order to realize the basic own task of conducting cultural activity, local government units, the ministers and heads of central public offices shall establish the institutions of culture whose primary statutory purpose is conducting such activity.

There are 21 cultural institutions operating in Lublin: 11 municipal ones, 1 on the poviát level, 8 regional ones and 1 national. Also, institutions such as The Chatka Żaka Academic Center for Culture, 2 Youth Cultural Centers, 11 cooperative cultural centers and local community clubs as well as cinemas all conduct extensive cultural activity.

In the recent years two reports analyzing the activity of cultural institutions have been published: 'Recommendations for the model of culture management'⁴⁰ by Dragan Klaić⁴¹ and 'The culture of(/in) dialogue – an institutional framework for culture in Lublin'⁴² by The European Foundation for Urban

39 Article 9, The Act of October 25th 1991 on organizing and conducting cultural activity, Journal of Laws 2012, item 406 (Dz.U.2012r. poz. 406).

40 Dragan Klaić 'Recommendations for the model of culture management' („Zalecenia do modelu zarządzania kulturą”), the Department of Culture, the Municipality of Lublin, 2010.

41 Dragan Klaić – one of the European experts co-operating with the city of Lublin on the ECC 2016, a historian and theater critic, but also a respected manager of culture who researched, among others, the analysis of cultural institutions' activity and the realization of cultural policies. 'Recommendations for the model of culture management' was prepared based on a year-long observations made during his visits in Lublin.

42 Joanna Bielecka-Prus, Piotr Celiński, Cezary Hunkiewicz, Magdalena Kawa, 'The culture of(/in) dialogue – an institutional framework for culture in Lublin' („Kultura (w) dialogu” – instytucjonalne ramy kultury w Lublinie). Lublin 2012, p. 47-48; in: <http://kulturaenter.pl>. Prepared in 2012, the report was based on the study 'Lublin's cultural prospects – a study of the cultural sector and participation in Lublin.' The report contains an analysis of documents, opinions of the cultural institutions' representatives on the cultural policy and on the Lublin culture, the diagnosis of the institutional dimension of the cultural production field, organizational identity, the institutions' external surroundings, and their social potential.

Culture. The most important recommendations for the development of cultural institutions worded in the first document are as follows:

- Making an assessment by all entities, defining their role and the relation with other stakeholders, and defining goals and the course of action
- The increased autonomy of the municipal cultural institutions
- Increased transparency of the actions undertaken by cultural institutions
- Introducing the rule of staff turnover when appointing management and members of the boards
- Cooperation and coordination of the plans and projects
- The implementation of the monitoring and evaluation mechanisms.

The authors of the second document indicated four problematic areas the improvement of which will be essential for the efficient management of institutional culture in Lublin:

- Reports and evaluation
- Unstable financing system
- No strategy for culture development
- Insufficient cooperation of the cultural environment.

Example partners of the Program:

- The Ministry of Culture and National Heritage
- Marshal's Office of the Lublin Region
- Communes and poviats of the Lublin Region
- Local government-managed and state-managed cultural institutions
- Bureaus and departments of the Municipality of Lublin, e.g. Budget and Accountancy Department, European Funds Department, Property Management Department, Investment Department, Municipal Art Conservationist Bureau, Investors Affairs Bureau and Public Procurement Department.

The direction of changes (goals, description, results)

The aim of the program is to work out and implement a standard of management of a modern cultural institution through, among other things, ensuring municipal institutions a stable organizational and financial situation (which enables their sustainable development based on strategic planning and on cooperation with other entities), and providing the conditions for active participation in international networks and projects.

Modern cultural institutions shall have: a clear-cut, strong sense of identity, a ready development strategy and long-term activity plan, well educated staff and a group of active participants and partners. Heading this direction shall enable the cultural institutions of Lublin to find their place in the contemporary world, which requires constantly redefining their assumptions, analyzing good practices of the European institutions and adapting them to the specificity of the Lublin setting. The anticipated result is systemic work on the new form of cultural institutions, which shall include literature, theater, history and other elements of cultural heritage in the modern everyday life.

A complementary goal, which is necessary to fully explore the institutional potential of the Lublin culture, is to build a platform for cooperation and coordination of activities of all cultural institutions, regardless of their legal status (including the entities such as the Chatka Żaka Academic Center for Culture, which is not an independent unit), regardless of the organizer (the municipality, the region or the state), and to build a platform for cooperation between cultural institutions and other entities conducting cultural activity, such as NGOs, parishes or educational institutions.

The resources allocated in the Program shall be invested in the realization of the statutory goals of the municipal institutions and in the development of the entities' potential.

Anticipated results:

- The growth of the institutions' social capital
- An increase in financial stability of cultural institutions and the diversification of their financial sources
- The popularization of strategic management and social participation
- The improvement of institutional operation
- Devising the monitoring and evaluation methods, as well as increased transparency of cultural institutions' operation
- Popularizing the multidimensional and multi-institutional cooperation (including international cooperation).

Example tasks:

- The integration of the municipal cultural policy by, among others:
 - Working out new institutional strategies or adjusting the existing documents to the city's strategic documents
 - Creating audience-building programs
 - The coordination of the municipal cultural institutions' activity with regard to planning and promotion
 - The intensified cooperation with other cultural institutions.
- A systematic monitoring and evaluation of the cultural institutions' operation:
 - Devising unified reports of cultural institutions based on qualitative indicators
 - Creating an internal evaluation system of the projects and an external evaluation system of the institutions
 - Systematic recipients' survey.
- The increase in financial stability of the municipal cultural institutions (e.g. by actively searching for external funding, the diversification of financial sources, private patronage development, etc.).
- Raising the competences of the cultural personnel, including setting up mobility funds in cultural institutions for the staff's visits abroad (internships, training, residencies).
- Adjusting the number of staff of cultural institutions to the number of new tasks.
- Furthering the social dimension of cultural activity through:
 - Creating a special cultural offer for the residents of the closest vicinity
 - Creating common spaces (meeting places) for the residents in cultural institutions
 - Inspiring the recipients to their own activity and the activity for their local community
 - Cooperation with other entities with a similar scope of activities operating in the district (building territorial and industry partnerships).

- Adjusting cultural institutions to the needs of children and their guardians (cf. Operational Program Lublin for children)
- The implementation of a participatory model of institution management, including:
 - Increased transparency of the institutions (e.g. systematic announcements of the plans, budget expenditure, the institution's activity, job offers, etc.)
 - The rise in importance of advisory bodies (such as Program Councils) of experts, practitioners or residents.
- The extension and optimization of cultural centers and institutions' activity within cultural education: qualitative development of their offer, adding new fields of cultural education, especially arts, local and media education, engaging the residents in the preparation thereof.
- The development of the educational offer by artistic institutions: creating an educational offer accompanying art events, and special educational programs concerning the theory and history of a presented field of art.
- Gaining new recipients of the institutions' offer by breaking various barriers:
 - Economic barriers (e.g. devising a free offer and a system of discounts)
 - Time and space barriers (e.g. a local district offer, adjusting working hours to the needs and preferences of the residents)
 - Infrastructural barriers (e.g. adapting the offer and facilities to the needs of the disabled and seniors)
 - Information barriers (creating an integrated system of informing the residents about the cultural offer)
 - Social and mental barriers (the inclusion of people who so far have not participated in the offer into culture, including people at risk of social exclusion)
 - Linguistic barriers (creating a cultural offer widely accessible to foreigners).
- A constant development of inter-institutional and international cooperation, including establishing territorial and industry partnerships (cf. Operational Program International Cooperation)
- The improvement of cultural institutions' premises and spaces standard and adapting their infrastructure to the function they fulfill and to the opportunities offered by technology, including:
 - Creating new institutions of culture (e.g. The Center for Playing with Knowledge, The Museum of Technology)
 - The optimization of the network of libraries and cultural centers
 - The modernization of the existing cultural institutions and/or their branches (e.g. The House of Words run by the Grodzka Gate – NN Theater Center)
 - Creating interdisciplinary facilities, such as The Children's Art Center and The Center for Contemporary Art.

3.3. Culture and education

Priorities

- 1.1. Cultural and arts education
- 1.2. Culture development in the districts of Lublin

Starting point

This program focuses on supporting cultural-educational activities conducted in schools and higher education institutions. They reach an immense number of culture recipients, have a great infrastructural and personnel base which is why they might become the key partner in the realization of the Priority 1.1. Cultural and arts education, and 1.2. Culture development in the districts of Lublin.

In the academic year 2010/2011 nearly 44,000 students⁴³ attended 97 schools and school complexes in Lublin. The Education Department's data shows that they have at their disposal a rich offer of extracurricular activities, especially subject courses, clubs and workshops. As many as 82 schools (85%) offer at least one class with a cultural focus.⁴⁴ Their extracurricular offer is complemented by 2 Youth Cultural Centers ('Pod Akacją' and the Youth Cultural Center no.2), cultural institutions the majority of which already cooperates with educational institutions (e.g. district cultural centers, The Hieronim Łopaciński Public Municipal Library, The Hans Christian Andersen Theater), and with NGOs (e.g. Teatrikon Foundation, Spread Your Wings Foundation - Rozwiń Skrzydła, The Fifth Medium Foundation – 5Medium). Other important operators which deal with education in their programs are the art schools of Lublin⁴⁵ and The Henryk Wieniawski Society.

43 Therein: 41 primary schools (17,127 students), 21 junior high schools (8,367 students) and over 60 upper secondary schools of various types (a total of 18,360 students). The city of Lublin also runs school dormitories and boarding schools (12), centers for psychological and pedagogical assistance (9), a youth hostel (1), and a youth sociotherapy center (1). After: 'Data on the state of realization of the educational tasks of the Lublin Commune of 2010/2011,' in: <http://um.lublin.pl/>.

44 The schools of Lublin's intense cultural activity is acknowledged in 'The White Paper of the Polish Youth', according to which schools provide 66% of the offer addressed to young people. After: 'The White Paper of the Polish Youth. Two truths on activeness,' edited by B. Fatyga, Warszawa 2005, p. 67-68.

45 The following art schools operate in Lublin: K. Lipiński State Primary and Secondary General Music School, W. Lutosławski Private Primary Music School, Social Primary and Secondary Music School run by H. Wieniawski Music Society, T. Szeligowski Primary and Secondary Music School, C.K. Norwid Visual Arts School Complex in Lublin.

There are over 80,000 students attending higher education institutions in Lublin⁴⁶. They offer many culture-related majors – from culture animation and cultural studies, to musicology, art history, theater studies, journalism, foreign languages studies, tourism and recreation to interdepartmental individual studies in the humanities. There is a separate Arts Department⁴⁷ at the Maria Curie Skłodowska University. The development of higher education in arts is important from the point of view of the cultural and creative sector since Poland has the lowest index of arts students participation in culture compared to all students, among the EU countries (1%).⁴⁸

Operating within the structures of Maria Curie-Skłodowska University, The Chatka Żaka Academic Center for Culture is an important entity acting on the borderline of culture and education. It is home to various teams, labs and the venue for cultural events, it is where grant competitions are held to realize students' projects. 'Chatka Żaka' also runs the Academic Media Group composed of the Academic Radio Centrum and the Media and Arts Incubator equipped with a modern radio and TV studio. There is Scena Plastyczna KUL Theater within the Catholic University, led by Leszek Mądzik since 1969. NGOs operating by the side of universities, students associations and other groups of students play a major role, too, a major stimulus to cultural development.

From the strategic point of view the links between culture and education may be looked at from 3 angles. The first one is the merging of culture and education in the educational system and in cultural institutions. The second one is the spatial distribution of their interrelation in the city. The third one relies on the same age groups 'from kindergarten to university.' Once the offer has been divided into these three variables, it will be possible to tell what the anticipated quality, forms of realization and ways of distribution are. In addition, demographic projections shall be taken into account remembering that it is parents and teachers, the natural stakeholders and allies of the Program, who condition the accessibility of cultural-educational offer to children and youth.

Example partners

- Schools (including art schools) and other educational institutions, e.g. Youth Cultural Centers

46 There are 5 state higher educational institutions in Lublin: Maria Curie-Skłodowska University (UMCS), John Paul II Catholic University of Lublin (KUL), Medical University (UM), University of Life Sciences (UP), Lublin University of Technology (PL), and 6 private ones: University of Economics and Innovation (WSEI), College of Enterprise and Administration (WSPA), College of Social Sciences (WSNS), University of Vincent Pol (WSSP), Korczak Pedagogical University in Warsaw – Lublin campus, and Melchior Wańkowicz Warsaw College of Journalism – Lublin campus [closed in 2013].

47 The Department offers the following majors: arts education: music, jazz and popular music, vocal emission for university and teacher training colleges professors (postgraduate), arts education: visual arts, painting, and graphics. In the document 'Cascading down the strategies of the Maria Curie-Skłodowska University development to select units' there is a provision indicating the new prospective majors, such as: design, artistic and promotional film, bookmaking, and sculpture.

48 The EU average is 4%, e.g. for the UK it is 7.6%. After: The Strategy of Social Capital Development, p. 24, prepared by the Ministry of Culture and National Heritage based on EUROSTAT data: Graduates in ISCED 3 to 6 by field of education and sex, in: <http://appsso.eurostat.ec.europa.eu/>.

- Higher education institutions
- The Department of Education in Lublin
- The Municipality of Lublin's departments: Education Department, Investors Affairs Bureau (the office for cooperation with business and academic circles)
- Municipal cultural institutions and NGOs.

The direction of changes

The aim of the program is to build the competences of reception and co-creation of cultural and arts-related activities among pupils and students through the development of the cultural operators' offer for organized groups (classes, groups of students, etc.) and their activities geared towards informal education.

The realization of the Program requires in the first place:

- A closer cooperation between the Culture Department, the Education Department, educational institutions and cultural operators
- Identifying the legal and organizational conditions for conducting educational activity
- The analysis of the existing offer and the needs of its recipients (both individual and institutional ones).

This program shall be realized by, among others:

- Organizing workshops
- Organizing events dedicated to the Program
- Paper and electronic publications
- Educational contact with culture in public spaces
- Activities within volunteer work and social and environmental projects ('learning through experience').

Two methods of implementing the program will be employed: the first one addressed to children and school-age youth, the second one – to students. In the first case, it is crucial that the projects prepared are complementary to the educational content taught at school and adjusted to the pupils' knowledge, sensitivity, and cognitive skills. In case of students the projects shall focus on inducing a proactive attitude, shaping social competences, and the acquisition of skills and experience useful on the job market. At the same time, a system of talent finding and development shall be worked out. Based on the municipal award and scholarship system, it shall enable further development, the presentation of achievements and participation in international projects. Active cooperation between schools and cultural institutions shall complement this system so that the most talented young people get sufficient support.

Utilizing available infrastructure of the schools is an important element of opening up opportunities for culture development in the districts (these could be permanent, temporary or seasonal initiatives). The economic and ecological aspects are very important (a better balance of fixed maintenance costs, including energy use), but the key aspect is the social side – school satisfying the local community's needs, the extension of school's cultural-educational function, and creating its positive image.

Anticipated results

- The increase in the number of pupils and students who actively participate in the cultural life of the city and who demonstrate great cultural and social competences
- Raising cultural awareness among pupils and students
- Popularizing artistic skills and a creative use of new technologies
- Increased openness, creativity and innovation of pupils and students
- Devising modern and attractive cultural education programs addressed to pupils and students, and employing other tools which enable independent study of selected subjects (e-learning programs, guides, etc.).

Example tasks

- the inclusion of pupils and students into the city's cultural life through:
 - informing about cultural events via, among others, special information folders and guides
 - preparation for the reception of culture
 - creating educational programs complementing the schools' and universities' offer with regional education (knowledge about the city, its heritage and cultural offer)
 - creating a system of discounts, loyalty programs, competitions with prizes
 - adapting the communications system and the cultural offer to the foreign students' needs (multilingual websites and exhibition descriptions, theater plays and film screenings with subtitles, etc.).
- Tightening the cooperation between culture practitioners, teachers and university professors
- The analysis of pupils' and students' cultural activity, as well as the analysis of the schools' and cultural operators' offer aimed at pupils and students
- The coordination of the existing offer dedicated to schools and adapting it to current needs
- Creating a network of partnerships: schools – cultural institutions:
 - Preparing a co-organization program of cultural projects with Parents Councils and mature youth (e.g. high school students)
 - The promotion of personalities, milieux, schools, colleges, and universities which actively encourage cultural education
- Active and systemic promotion of the artistic achievements of pupils and students by:
 - The municipal system of awards and scholarships
 - Creating a database of the most talented and most active pupils and students
 - Promoting patronage for young artists
 - Cooperation with Maria Curie Skłodowska University's Art Department and art schools on preparing the exhibitions and presentations of the pupils' and students' work and on promotion thereof
 - Promoting national and international art contests organized in Lublin (e.g. The Karol Lipiński and Henryk Wieniawski International Contest of Young Violinists, The International Biennial Exhibition of Students' Posters, The Stanisław Serwaczyński National Contest of Young Violinists, The Polish-Ukrainian Meetings of the Masters of Word)
- Entering into contracts regarding cooperation between the municipal cultural institutions and higher education institutions in research work, organizing internships and traineeships, creating

master – disciple programs in cultural institutions addressed to the graduates of the Art Department of UMCS

- Establishing new institutions which will support schools in passing down knowledge: The Center for Playing with Knowledge and the Center for Contemporary Art
- Utilizing the infrastructure of educational institutions for cultural purposes (the inventory and analysis of the existing infrastructural base, working out the rules by both parties, and implementing the system of the extension of functions of the said institutions, etc.).

3.4. Lublin – Memory of the Place

Priorities

- 1.1. Cultural and arts education
- 1.4. Lublin 2017
- 1.3. Lublin in Europe and in the world

Starting point

In the contemporary world, subject to the global processes of culture and place homogenization, in which richer communities are in the position of power, Memory, i.e. the history and the way it is presented, rises in value. This asset comprises both material and immaterial heritage: historical events and connections, local traditions, monuments, and people. Their potential can be explored in many ways, e.g. by means of artistic events, creating institutions and their programs, arranging the space, monument management, socio-cultural activities, educational activities, tourist offer. Both positive and negative examples of Memory management are well known and their influence on the city cannot be underestimated. The activity of modern remembrance institutions, such as The Warsaw Uprising Museum or Schindler's Factory, shows that the presentation of history may be a moving experience and that it may win great popularity. What is always exceptional, though, is direct contact with authentic heritage which enables simultaneous learning the history and experiencing it.

These interconnections have become profoundly important ever since Poland joined the European Union, which has all the more emphasized Lublin's borderline location between the West and the East. Lublin's 'easterness' and provincialism, which lead to labeling the city and region as the 'B-class Poland,' remain a challenge, begging the question how to turn the negative stereotype into an opportunity and Lublin's competitive edge? Lublin has rich historical assets and a great many methods of popularizing them, which creates an opportunity to use the Memory for the benefit of the residents as well as a means of strengthening the city's position in Poland and in the world.

The history of Lublin is full of wonderful reminders of the past glory and a great cultural potential of the city, such as the Union of Lublin (1569), the tradition of city fairs or the lives of great people attached to Lublin. Another reminder is the Polish-Jewish heritage and other multicultural aspects whose traces could and should be included in the educational, cultural and artistic process pointing to the importance of national and religious minorities in the contemporary Lublin. World War II and the Holocaust are some of the most dramatic events in human history and an immense subject in which the history of Lublin is inscribed and thus comprehensible to people from all corners of the world. Cultivating its memory is not only paying homage to the victims, but a wake-up call for future generations. The activities of the State Museum at Majdanek with regard to memorial sites education and didactics of commemoration (memorialization) are therefore even more precious. The awareness of this history shapes us as people, teaching us empathy and responsibility. In the post-war period, Lublin's history is exceptional due to numerous historical phenomena, including the students' alternative theater scene springing up here in the 1970s and 1980s, the independent publishing movement, and the anti-communist opposition, which culminated in the events of the Lublin July 1980 strikes. The city's history is also visible in the material

and immaterial signs of everyday life, i.e. work, learning, and play, which all form a background for great historical events and subjects.

Bringing back the splendor and life to some of the historical buildings and sites of Lublin, which underwent general renovation works, proves how active contemporary heritage management is, e.g. The Old Theater, The Dominican Monastery, The Post-Visitation Monastery, Litewski Square, Podzamcze (the former Jewish district).

Example partners

- Cultural institutions: The Grodzka Gate – NN Theater Center, The State Museum at Majdanek, The Lublin Museum, The Open Air Village Museum in Lublin, The Center for Intercultural Creative Initiatives - ‘Crossroads’, The Workshops of Culture, Wanda Kaniorowa Folk Song and Dance Ensemble ‘Lublin’
- NGOs which deal with cultural heritage (e.g. The Henryk Wieniawski Music Society, Vocal Association ‘In Corpore’ in Lublin, The ‘Muzyka Kresów’ Foundation)
- Regional and Municipal Art Conservationist
- Higher education institutions of Lublin (especially their History Departments)
- The Institute of National Remembrance
- Polish State Archives in Lublin and other archives
- Libraries
- The Education Department of the Lublin City Office and schools, kindergartens and other educational institutions it manages
- Institutes of historical research in Poland and worldwide

The direction of changes (goals, description, results)

The aim of the program is to cultivate heritage through documenting the city’s history, the history of its residents, introducing comprehensive modern history and regions education as well as making history an inspiration for social activities and animation. The Program also aims at coordinating all activities related to social remembrance, cultural identity and heritage – both material and immaterial – in order to maximize their results. They will inevitably affect strategic plans within the fields of education, art and culture, tourism, external connection-making (strategic networking) and the image of Lublin.

While drafting the Operational Program Lublin – Memory of Place, the following issues shall be carefully considered:

- Social integration-oriented management of the Memory which focuses on common values forming the city’s historical identity; based on history education, the management process shall also aim to work out the sense of pride of belonging to the city, region and Europe, and the sense of acceptance of the past, as well as bold anticipation of the future
- Designing the heritage management policy based on sustainable development through the synergy of heritage preservation and taking advantage of the opportunities it presents for the development of the city:
 - Equal treatment of heritage study, its sharing and popularization
 - Due care of quality and functionality of the city’s historical spaces

- The potential of the Memory of personalities related to Lublin⁴⁹, preserving their material and immaterial legacy, popularizing their achievements, also as part of the city's promotion
- The development of tourist and educational products based on historical heritage, the inclusion thereof in contemporary artistic activities, including the emphasis of the immaterial heritage and its reconstruction.
 - Devising and implementing the methods of modern remembrance culture based on the preserved heritage and on the continuity of historical narrative – the support of new technologies in history education cannot replace immediate contact, the narrative character, causality, and the drama of the traditional medium
 - The use of the Internet and new technologies as self-study tools (utilizing databases, social archives, visualizations, infographics, virtual guides, including those using Augmented Reality).

Anticipated results:

- Increase in historical knowledge, in the sense of belonging to the place and developing patriotic attitudes
- Advancing and popularizing the knowledge of multicultural history of Lublin, of the most important historical events, of the most prominent personalities related to the city, and of the traditions and resources of the immaterial heritage
- The preparation for functioning in a multicultural world (the Lublin history as a case study)
- Creating an attractive tourist offer for Polish and foreign visitors
- Creating a positive image of the city around the world; Lublin could be an example of a city open to the world thanks to its history, which is capable of speaking of it and cultivating it in a creative way – the activities within this field conducted so far have been making modern memory management one of Lublin's competitive edges.

Example tasks:

- The collection and preservation of modern history (the so-called 'young heritage'), including the collection of oral accounts, 'grey literature' and photos, and a regular review of the city's archives
- Preserving, processing, editing, sharing, and interpreting the gathered data
- Digitalization and digital reconstruction of the resources
- Organization of academic conferences, publishing scholarly books, journals and periodicals on the history of Lublin; also, publishing texts in the spirit of opinion journalism and popular science
- Popularizing the knowledge of Lublin by:
 - Creating special history and regions education programs for schools and including them in the curriculum

⁴⁹ Speaking of famous people related to Lublin, the following shall be mentioned: Biernat of Lublin, Joannis of Lublin, Jan Kochanowski, Wincenty Pol, Henryk Wieniawski and Jan Wieniawski, Bolesław Prus, Hieronim Łopaciński, Yaakov Yitzchak Horowitz of Lublin, Anna Langfus, Stefan Wyszyński, and Karol Wojtyła.

- Creating a 'social archive' of Lublin (a web 2.0 site, a Lublin-centered social networking site open to the residents' stories, checking in places, and adding photos)
 - Activities in the public space (from the right marking of historical sites, to an interesting anniversary and celebrations program, to historical location-based games and educational trails, etc.)
- Animating the memory of the famous people of Lublin
 - Taking measures for the popularization of historical knowledge of the region and its Eastern neighbors in the Polish, European, and global context
 - Creating a platform for cooperation with the partner cities as well as various centers and institutions dealing with history and remembrance
 - Initiating artistic activities exploring the Memory, also those which 'remix' tradition with the present
 - Utilizing the history for creating a positive image of Lublin – developing marketing products based on Lublin's famous personalities, historical events (e.g. The Magician of Lublin)
 - Devising and popularizing new cultural and tourist products based on history and heritage, including the cooperation with the Sports and Tourism Department on the realization of the remembrance-related part of the Lublin Tourism Development Strategy until 2025
 - Popularizing the activity of The Grodzka Gate – NN Theater Center in Lublin nationally and internationally as the flagship product which distinguishes Lublin from other places (promotion of the city via popularization of innovative activity which combines new technologies with remembrance)
 - Investment works related to the program, e.g. the modernization of the House of Words and its backyard, The Photo Atelier, The Death Square.
 - Creating the Museum of Technology (e.g. within the Center for Playing with Knowledge).

3.5. Lublin 2.0.

Priorities

- 1.1. Cultural and arts education
- 1.3. Lublin in Europe and in the world
- 1.4. Lublin 2017

Starting point

Lublin has the institutions, social capital, and experience where there is great potential for the creation of innovative undertakings at a crossroads of culture, heritage, art, and technology, especially the information and communications technology (ICT). The key elements of this potential are the activities at the crossroads of industry-science-cultural institutions (whose participants and animators are Grodzka Gate – NN Theater, Eastern Cluster ICT, Maria Curie Skłodowska University, and The Catholic University of Lublin). The potential is also unlocked thanks to the realization of the project ‘The Broadband Network for Eastern Poland’ (SSPW), which, due to its vast scope, will be an example of unique ICT infrastructure of this sort in Europe. The years 2006-2013 abounded in the development of media infrastructure both among enterprises and universities. The Media and Arts Incubator operating in The Chatka Żaka Academic Center for Culture is an example of this development. The marketing, economic and creative potential of the afore-mentioned activities was proven when the Lublin showcase was critically acclaimed at the CeBIT 2013 expo in Hannover. One of the presented items was ‘the capsule of time’ which, thanks to the application of 3D technology, enables a tour around the 16th century Lublin. The showcase had its place at CeBIT thanks to the co-operation of the Self-Government of the Lublin Region, the City of Lublin, The Grodzka Gate – NN Theater Center, Eastern Cluster ICT, and ten other business and academia partners.

One of the unique projects realized in this field is ‘Lublin 2.0.’ carried out by The Grodzka Gate – NN Theater Center. The aim of the project is to create an integrated and universal description of the city with regard to its cultural heritage and history. The description comprises a multimedia hypertext story embedded in the process of building the so-called “smart city”. The history of Lublin and the observation of dynamic changes, which have been occurring around us, are the basis for the concept of this project. A thousand years back, the city location process began in Europe. It led to immense civilization changes on the continent. Currently the process of city location is beginning in virtual reality rather than in real life. “Smart cities” are urban organisms of new quality which use new technologies on a massive scale in order to efficiently manage their scattered structure and resources of knowledge with a view to improving its functioning as well as to increasing the residents’ quality of life. In an intelligent city of the future what matters is the systems which not only enhance the efficiency of transportation and lower energy use levels in the city but also enable the residents to remain connected to the culture of the place they live in. This great idea corresponds to the current situation of Lublin which will celebrate the 700th anniversary of its location with the Magdeburg Rights in 2017.

Example partners

- Cultural institutions, in particular The Grodzka Gate – NN Theater Center and The Center for Meeting of Cultures (depending on its target activity program), The ‘Chatka Żaka’ Academic Center for Culture and the participants of the project ‘Investment in culture’ (Bronowice Cultural Center, Węglin Cultural Center, The Workshops of Culture)
- Higher education institutions of Lublin and the region
- Entrepreneurs and their organizations, especially clusters, including the Eastern Cluster ICT
- High schools
- Local self-governments, especially those of little towns of the region.

The direction of changes (goals, description, results)

The aim of the program is to create and maintain the new space for culture, arts, and cultural education at the crossroads of the Internet and the real world, which marks the beginning of changes toward an intelligent city that Lublin shall become, and a factor stimulating the development of the creative sector, as well as part of the promotion of the city.

The Program shall be a natural platform for cooperation for many institutions (libraries, universities, schools, cultural centers, etc.). Its realization helps explore the city’s cultural potential for development to the maximum, particularly the management of its cultural heritage, providing the residents and other Internet users with access to the said heritage and cultural potential.

Creating and developing educational and cultural projects in the ever-expanding space of the Internet requires a new model of cultural institutions in which new media and technologies, as well as mechanisms of granting access to works (online publishing of tangible works and vice versa), are used on a large scale. This requires defining new competences of the cultural personnel. People having these skills are called ‘network animators,’ after the already established animators in the physical space.

Anticipated results

- Developing technological and creative competences of Lublin’s residents
- Developing the cultural identity of Lublin’s residents (the knowledge of their city and a sense of attachment to it)
- Developing the creative sector by preparing its human resources (competences), which will determine Lublin’s position as the place of creative industry boost drawn on the potential of its institutions, partners, brands, staff and its image appealing to the clients
- Developing new tourist products
- Organizing the content concerning cultural heritage and providing access to it in an attractive form.

Example tasks:

- The initiation and animation of the works which lead to creating:
 - New tourist products which take advantage of cultural resources, heritage and utilize cyberspace
 - Multimedia necessary for cultural and arts education (e.g. the project 'Lublin. The manual' is an example of this activity)
 - Creative spaces for youth and students (School Creativity Centers are an example of this activity)
 - Exhibition space online (e.g. developing online scale models of Lublin)
 - Exhibition space in the real world for the works of digital culture
- The development of Lublin's cultural web portal and building a multimedia database
- The development of the 'Lublin. Location 2.0.' project and its transition into 'The City. Location 2.0.'

3.6. Lublin for children

Priorities

- 1.1. Cultural and arts education
- 1.2. Cultural development in the districts of Lublin
- 1.4. Lublin 2017

Starting point

The concern about children, their developing sensitivity and curiosity, social and creative competences is the best investment in the city's future. There are currently numerous entities conducting activity for children⁵⁰, whose ongoing work is facilitated by the diversified recreational and sports infrastructure (parks, playgrounds, bike paths, and sports centers) and the public, open-air cultural offer. Nonetheless, so far there has not been a single out-of-school offer addressed to children included in a comprehensive program. The planned works require, in the first place, the analysis of the offer and research on the activity and the needs of the beneficiaries (children and their guardians). The conclusions presented in the document 'Cultural education spaces of Lublin'⁵¹ may prove useful. The next step is launching a platform which would inform the general public about the cultural offer available.

As in the Operational Program Culture and Education, it is important to remember that children are not the only recipients of the program – these are as well people responsible for them – their guardians, tutors, teachers who frequently are in charge of the children's activity. For that reason, while the offer is being developed, promotional and educational activities on the role of culture and cultural education in children's development addressed to that group shall be included in that offer. Due to a change of their lifestyle, parents on maternity/paternity or post-maternity/paternity leaves are a considerable group, which requires the preparation of an offer featuring ways of spending time with their children.

Entities working in culture shall pay special attention to the programs addressed to children not attending kindergartens. 'The report on children' prepared within the ECC project pointed to the need to support the realization of cultural activities by aid institutions, such as day centers (e.g. community centers, therapy and youth centers, clubs or day-care facilities), or round-the-clock care centers (e.g. foster care, The Youth House SOS).

The development of the cultural offer shall go hand in hand with the expansion of other forms of activity, such as sports activities, which shape habits of everyday physical activity and not only build up coordination, but also teach the rules of fair play, or foreign languages classes. Education shall occur

⁵⁰ These are, among others: schools, kindergartens, educational institutions, cultural institutions, foundations, associations, round-the-clock educational care facilities, day care centers, special places, such as the Municipal Socioterapy Center, The Kids Shelter, institutions of healthcare, treatment, and support for children with special needs (hospitals, hospices, occupational therapy facilities, special schools).

⁵¹ U. Bylica, J. Warda, P. Zarębska, D. Figura, T. Pietrasiewicz, 'Cultural education spaces of Lublin – the program for cultural education development in Lublin.'

naturally via ‘unwitting’ contact with culture, in particular by adapting the content of Lublin’s material and immaterial heritage to the children’s cognitive capabilities.

Example partners:

- Education Department of the Municipality of Lublin and the units it manages
- Sports and Tourism Department of the Municipality of Lublin and the City Sports and Recreation Center in Lublin (MOSiR)
- Social Affairs Department of the Municipality of Lublin, family support centers, etc.
- The Department of Culture, Education and Sports of the Marshal’s Office of the Lublin Region
- Entities conducting cultural activity, especially: Bronowice Cultural Center, Węglin Cultural Center, Youth Cultural Center - ‘Pod Akacją’, Youth Cultural Center no. 2, 11 district cultural centers and clubs, The Hieronim Łopaciński Public Municipal Library, The Hans Christian Andersen Theater, The Old Theater
- The Open Air Village Museum in Lublin and The Lublin Museum
- NGOs
- Private entities working in the education and leisure sector, which statutorily address their offer to children.

The direction of changes (goals, description, results)

The strategic goal of the program is to create opportunities for children to individually develop their personalities and to discover their talents, though in the long-term it is to raise a generation of conscious recipients and creators of culture, whose members will present wide cultural and social skills, and an authentic need of active participation in the life of their local community. Ultimately, thanks to this Program, Lublin shall become a ‘child- and family-friendly city’, universally regarded as a leader in this field.

The realization of the program shall be based on education which employs a subjective approach to learners. It should result from common activity, cooperation, and dialogue. Its purpose is to create a children-oriented offer in Lublin, i.e. plays, films, exhibitions, concerts, music workshops, etc.

The Mayor of Lublin along with the Ombudsman for children expressed his willingness to realize the “Lublin for children” Program in September 2012 during the celebrations of the International Order of the Smile Day. Introducing children to culture from an early age is the most important part of shaping their habit of constant participation in culture. Creating favorable conditions for child development and a diversified offer of safe and active forms of spending free time is an important factor of the family policy. When designing those activities, the needs and capabilities of the guardians should be taken into account.

In its respective stages the program shall comprise: diagnosis, coordination and maximum access to the existing cultural, recreational and educational offer addressed to children and their guardians; then, the complementation and development of the existing offer by including NGOs and enterprises which support the idea.

The proposed activities are focused on four areas:

- Supporting kindergarten and school education by devising special educational programs which can make the curriculum more attractive and duly complement it
- The development of informal cultural education
- The support for social and aid centers by devising programs of child and family activation for their charges
- Building up and offer of ‘family culture,’ dedicated to common activities of children and their guardians (including children and their grandparents) as well as designing family-friendly public spaces.

The part of the activities prepared for entire families shall be curated so that there is space for having fun and learning together of the children and their guardians (one popular form of this activity is running parents’ clubs in cultural centers), and so that the guardians of the youngest children can participate in culture themselves. An example of such an action is a series of film screenings for families during which the light is only dimmed and volume kept quiet enough for the children to be safe and feel comfortable. Well prepared recreational spaces should also encourage children and their guardians to spend free time together in a creative way.

The youngest city residents (aged 0 – 12) are the target group, with special attention being paid to children aged 0 – 6. The program comprises a specially curated family offer catering to children aged 0 – 2, and providing activities for preschoolers (aged 3 – 5/6). Some of the goals of this program shall be realized simultaneously within the Program Districts of Culture – the ‘Lublin for children’ program pivot – and the Program Culture and Education – activities addressed to children aged 6/7 – 12. Because of its range and complex needs of the youngest, this program requires close cooperation with kindergartens and primary schools.

Anticipated results:

- Forming a habit of participating in culture and having constant contact with arts
- Developing an offer of arts and crafts workshops
- Awakening sensitivity to art and raising competences of culture creation
- Increase in creativity, openness and tolerance
- Managing the children’s free time in an attractive and creative way in a safe environment.

Example tasks:

- Analysis of the existing cultural offer for the youngest residents and creating a public database based on it
- Promotion of activities and events addressed to the youngest residents and introducing the system of certification informing whether a given event is suitable for children (not only concerning festivals, but the permanent all-year-round cultural offer as well)
- Creating a new offer for children:

- Optimizing the programs of institutions addressing their offer to children
- Developing an educational and social function of libraries (creating mini cultural centers in their branches)
- Complementing the offer of big cultural events with children-oriented programs.
- Devising and developing a cultural-recreational offer for off-school periods (expanding the reach of the “Summer/Winter in the city” initiative and creating a special offer for Christmas and Easter seasons)
- Adapting cultural institutions and NGOS’ offer to the children and their guardian’s needs:
 - Creating child-friendly spaces in cultural institutions and cultural events venues
 - Creating an offer for parents and their children (e.g. parents’ clubs, family creative workshops, cultural events for adults with children)
 - Preparing day care units in cultural centers for children whose guardians participate in cultural events, preparing a parallel offer
 - Ensuring comfort and safety by e.g. providing due equipment of public facilities (baby change rooms, spaces for strollers, ramps, feeding space, play corners)
- Creating spaces for children:
 - Care for outdoor and recreational spaces
 - Support for creating outdoor spaces which inspire creativity and activity, i.e. theme playgrounds, gardens of experiments, public sports infrastructure
 - Creating spaces for exhibiting children’s art
 - Building an offer of art exhibiting in the public space with child sensitivity in mind
 - Using the infrastructure of schools (after classes) for cultural activity.
- Developing sustained cooperation between various entities which offer cultural activities for children, among others:
 - Cultural institutions, kindergartens, and primary schools
 - Higher educational institutions which educate the professionals ‘for children’
 - Entities which conduct activities related to culture, sports, recreation, and tourism in order to create and integrate complementary products.
- Devising and implementing a support system dedicated to exceptionally talented children
- Optimization of the network of facilities which work for children:

- Activities for the benefit of the existing entities:
 - o Optimizing the network of libraries
 - o Creating new cultural centers and their branches
 - o Supporting cooperative cultural centers and district clubs.

- Creating new institutions which would work for the sake of children, among others:
 - o Creating the Center for Playing with Knowledge and the Museum of Technology
 - o Transforming the Hand Christian Andersen Theater into a multifunctional Center for Children's Art
 - o Creating spaces for conducting workshops of the new circus.

3.7. New location – Lublin 2017

Priorities

1.4. Lublin 2017

1.1. Cultural and arts education

1.3. Lublin in Europe and in the world

Starting point

On June 22nd 2011, a day after the results of the European Capital of Culture competition were announced, the Mayor of Lublin expressed his willingness to celebrate the 700th anniversary of Lublin's location with the Magdeburg Rights the way it had been planned in the program of ECC application. The preliminary executive assumptions were prepared by a task force appointed for that purpose.⁵² They define the main fields of the Program, namely: cultural events, social events, sporting and recreational events, as well educational and scientific activities, which are also supported by the activities undertaken for the sake of promotion, tourism, and the development of infrastructure.

In early 2014 the Program office, responsible for the preparation and coordination of the 700th anniversary celebrations of Lublin's location act (hereinafter referred to as the Celebrations), shall be established. Working parties coordinated by the corresponding City Office departments shall be set up as well. At the same time, the rules for cooperation with particular partners shall be formulated, especially those regarding the cooperation with The Grodzka Gate – NN Theater Center and with The Workshops of Culture. These institutions, due to the direction of their activity, will play a key role in the preparation for the Celebrations.

The assumptions shall draw on the following program documents:

- The First Application Lublin 2016 – European Capital of Culture – Candidate
- The Final Application Lublin 2016 – European Capital of Culture – Candidate
- City in Dialogue – 2017

The analysis of the program documents and the dialogue with the cultural sector indicate that there is the need to quickly begin the works on the Program, to acknowledge the primacy of culture-making over importing it, and to initiate the co-creation of the program with the residents. The Celebrations of 2017 viewed as 'the holiday of Lublin' shall become a stimulus to discovering the history of the city, but at the same time it shall be emphasized in the Program that Lublin had existed a couple of ages before it was located with the Magdeburg Rights.

⁵² Disposition no. 1/10/2012 of the Mayor of Lublin of October 1st 2012 on appointing a task force to prepare the assumptions of the celebrations of the 700th anniversary of Lublin's location with the Magdeburg Rights, which will take place in 2017, in: <http://bip.lublin.eu>.

Example partners:

- Bureaus and departments of the Municipality of Lublin: Social Affairs Department, Sports and Tourism Department, Education Department, Municipal Art Conservationist Bureau, Investors Affairs Bureau (The City's Marketing Office)
- Cultural institutions, especially, The Workshops of Culture and the Grodzka Gate – NN Theater Center
- Entities which work for local communities: NGOs, parishes, District Councils, local leaders and informal groups
- Universities of Lublin and the academic milieu
- Schools and educational institutions
- Marshal's Office of the Lublin Region

The direction of changes (goals, description, results)

The celebration of the 700th anniversary of Lublin's location with the Magdeburg Rights shall assume the form of a year-round holiday of the city, which will boost social capital and the sense of local identity as well as the pride of belonging to the place. The narrative and participatory character of the celebrations is supposed to bring them closer to the civil opening of a new chapter of the Lublin history.

2017 as the 700th anniversary of granting Lublin the Magdeburg Rights seems the perfect opportunity to symbolically begin a new era in the history of the city. That shall be marked by summing up key elements of its exceptional heritage (such as the long-present multicultural spirit, the tradition of the Union of Lublin, the Provisional Government of the Republic of Poland and the strikes of July 1980) and by opening a new perspective for Lublin's development in the vein of the 'New Location – Lublin 2017' as an ambitious, open, civil, entrepreneurial and academic city managed in a participatory way and teeming with artistic life. In 2017 Lublin shall become a 'European, internally integrated city of high culture of remembrance, of neighborliness, looking into the future [...] with imagination and aspiration far surpassing horizons of provincialism⁵³.' This mission motivates the Celebrations.

This program is not limited to the year 2017, but it shall prepare the city and its residents ahead of time for the symbolic location. The years 2014 – 2016 shall be the period of reinforcing the potential of Lublin's culture and increasing its residents' activity so that the Celebrations can be an inspiring year-round manifestation of Lublin's potential. Until that time all Operational Programs will be at the stage of full realization and the operators shall have been actively participating therein, complementing them with values and ideas motivating their work.

The organization of an event on such a large scale will create an opportunity to analyze the results of the Strategy implementation and individual Operational Programs (mid-term evaluation of the strategy realization).

53 *City in dialogue – 2017. A proposal for public consultation*, p. 11.

Anticipated results:

- Boosting a sense of belonging and of pride of being a citizen of Lublin
- Development of historical knowledge and social competences of the residents of Lublin
- Increase in the residents' engagement in the city's affairs – the development of a civil society
- Increase in Lublin's recognizability nationally and internationally
- Assessment of the realization of the Development Strategy assumptions-to-date, the verification and update of those assumptions.

Example tasks:

- Update and verification of the ECC 2016 application and analysis of the remaining program documents in order to include them in the Celebrations' program
- Appointing teams, committees, and other bodies responsible for the realization of the Program (including the Honorary Committee and the Scientific Committee)
- Preparation of a scientific program of the Celebrations
- Preparation of the infrastructure development program necessary for the Celebrations to take place
- Preparation of a cultural program accompanying the Celebrations which accounts for the activities launched under other Operational Programs, e.g.:
 - Realization of a special educational program for schools – the Operational Program Culture and education
 - Establishment international partnerships for the realization of special projects dedicated to the Celebrations – the Operational Program International Cooperation,
 - Preparation of cyclical cultural events programs related to the anniversary – the Operational Program Cultural Events
 - Preparing the presentation of Lublin's districts' cultural potential – the Operational Program The Districts of Culture
- Including interesting initiatives submitted by the residents into the cultural program
- Close cooperation with cultural institutions in drafting the Celebrations' program in order to create areas in which every cultural institution of the city will be a leader
- Inclusion of twin towns and sister cities in the Celebrations
- Creating a sub-label of the 'City of Inspiration' for the Celebrations and working out its marketing strategy
- Evaluation of the Celebrations in order to spot the most interesting events and including them in Lublin's cultural calendar.

3.8. The Culture Observatory

Priorities

- 1.1. Cultural and arts education
- 1.2. Culture development in the districts
- 1.3. Lublin in Europe and in the world
- 1.4. Lublin 2017

Starting point

Two application and a dozen reports and analyses created as a preparation for the ECC 2016 are the most complete image of Lublin's culture despite the passage of time. They are an inexhaustible source of recommendations many of which have been included in the assumptions of this Strategy and which prove how much of what has happened in Lublin's culture in the past seven years was a result of the previously prepared plans. The early 2013 publication of 'The culture of(/in) dialogue – an institutional framework for culture in Lublin' report, which documents the functioning of municipal cultural institutions, complements these documents. Separate analyses are being prepared by cultural institutions themselves – these are usually works devoted to those institutions' field of interest.

However, the dynamic changes which occur as a result of the intense development of culture in Lublin and rapid social, technological, and economic changes make the questions on cultural development outnumber the answers. The currently employed methodology of research does not give any answers either. No specialized unit which would permanently monitor the cultural sector makes the problem even worse. The current studies are conducted at random and in fragments – their results are frequently hard to find and compare.

Much of important information is stored in the existing databases managed by entities such as the Central Statistical Office (GUS), local self-governments, the Ministry of Culture and National Heritage, the Polish National Center for Culture.

The Culture Observatory is a coordinated set of actions within the field of reporting, analytics, monitoring, and evaluation, managed by the Culture Department, cultural institutions, NGOs, higher education institutions as well as independent researchers, which guarantees the objectivity and reliability of data and expertise delivered to all entities participating in culture management. The Culture Observatory shall enable those entities to track the short-term, mid-term, and long-term effects as well as to quickly react to ongoing changes. It shall provide program recommendations and validate the reliability of all cultural operators. In order to do that, an analysis of the possibility of establishing a partnership between the public, NGO, and academia is necessary. Another indispensable stage is creating an interrelation network between the Lublin Culture Observatory and other observatories in Poland and abroad (a report by Małgorzata Kisilowska 'Culture observatory as a means of knowledge management' describes forms of organization within various culture observatories and laboratories).

Example partners:

- Higher education institutions in Lublin
- The City Observatory⁵⁴
- Other Culture Observatories in Poland and in Europe and cultural institutions, scientific societies and research centers of similar profile (e.g. the Małopolska Institute of Culture, the Polish National Center for Culture, The Unit for Social Research and Innovation ‘Shipyard’)
- The Central Statistical Office, including the Center for Cultural Statistics
- The Marshal’s Office of the Lublin Region
- The Ministry of Culture and National Heritage
- The “Chatka Żaka” Academic Center for Culture and academic incubators
- Entities conducting cultural activity (cultural institutions, NGOs, educational institutions etc.)

The direction of changes (goals, description, results)

The aim of the program is to create an integrated system of researching the circulation and influence of culture and arts in Lublin, which would enable the rationalization of the management developing the cultural research methodology according to the needs, and which would support the monitoring of the Culture Development Strategy implementation.

The main areas of activity of the Culture Observatory are based on the program ‘Monitoring and Evaluation’ ECC 2016. It shall be adapted to the present situation and new challenges for development. The activity of the Culture Observatory shall focus on three pivots:

- Participation in culture
- The field and domains of culture⁵⁵
- The economics of culture.⁵⁶

⁵⁴ It is an entity the foundation of which is postulated in *Lublin Development Strategy 2013-2020* as a system of data collection, processing and providing access to according to the needs of developmental databases; the data will be generated on a scale accessible to the residents (districts, housing estates), which will enable the monitoring and coordination of the cooperation, as well as the observation of the realized projects’ effects; *Lublin Development Strategy 2013-2020*, p. 49

⁵⁵ Within this field the following actions will be performed: researching artists, groups, environments, institutions, organizations and their environment, evaluation of cooperation, cultural education, culture promotion, strategic documents and development programs implementation, public spending for particular entities and fields of culture, and the impact on the social and cultural environments.

⁵⁶ The economics of culture comprises the study of the conditions for the occurring phenomena and economic relations which show in culture, and of the relation of culture to other branches of economy. The term ‘Economics of culture’ replaced the name of the program used in the ECC 2016 applications ‘Economy and market: analysis of economic indexes of the city and region.’ Because of the establishment of the City Observatory (pursuant to the *Lublin Development Strategy 2013-2020*, p. 49), the role of Culture Observatory shall be limited to helping work out the methodology concerning culture.

Autonomous research projects will be realized based on the aforementioned pivots, which will concern cultural activity, such as:

- Participation in culture (the level of participation and the degree of satisfaction)
- Exclusion from culture (studying marginalized groups)
- NGOs
- The interrelation economics – economy – culture
- The leisure sector (entertainment, recreation, tourism, amateur sports)
- The creative sector and the creative potential of the residents
- A mental map of Lublin (the city space in the residents' consciousness)
- Media (monitoring the content and the city and region image-creation)
- Non-institutional culture (fields, leaders, trends)
- Academic culture (inter-school cooperation, students' culture, etc.)
- Lublin and the region as a field of academic research in various scholarly disciplines
- Cultural education and social consulting with the representatives of various fields of culture and the monitoring of culture management institutions in the city and in the Lublin region
- Communication between cultural entities and their audiences (forms of communication, groups of recipients thereof, the content they produce and informative and promotional tools they use).

The Culture Observatory shall also support other entities in devising the tools of study and findings analyses, including creating the tools for data analysis and presentation (communicative infographics) and the monitoring of changes introduced in culture management in Europe and worldwide, combined with the promotion of innovation and good practices in the Lublin environment. The Culture Observatory shall draw inspiration from to put forth thesis and observing relations between data, e.g. from the practitioners of a given activity, answering to their questions, and dispelling doubts that ensue.

Anticipated results:

- Working out a research methodology suited to the specificity of culture in Lublin
- Creating the current image of Lublin culture, continuous monitoring of the trends and innovations, diagnosis of its challenges and developmental barriers
- Indicating the synergy between culture and other areas of life
- Determining the potential, opportunities and barriers for the development of Lublin creative and leisure sectors
- The development of cooperation between the city and the universities
- The development of research competences of the cultural staff and students
- The improvement of analyses and reports quality prepared by cultural entities
- The improvement of access to public information and increased transparency of the cultural sector.

Example tasks:

- Assessment of the possibility of cooperation with the universities of Lublin (especially the following majors: culture animation, sociology, political science, cultural studies) within the work of the Observatory
- Creating the ‘opening report’ (the collection, organizing and sharing of data already available)
- Drawing up a comprehensive research program in line with the Culture Development Strategy containing the schedule, research projects, indexes, partners, and potential sources of funding of particular research projects
- Active research fund-seeking
- Creating a network of cooperation with the stakeholders of the Program and establishing partnerships with new institutions in Poland and abroad
- Devising a program of research findings popularization and cooperation at the implementation thereof (seminars, debates, conferences, publishing)
- Building an electronic system of information on culture and the inclusion of data in the national and European databases
- Establishing and running the documentation center of Lublin culture which would collect especially the ‘grey literature’ (unofficially published texts)
- Including unclassified data concerning the culture sector and the creative sector in databases, giving access to this data and analysis thereof
- Supporting the Culture Department in the monitoring and evaluation of the Culture Development Strategy realization, and the cooperation with teams preparing particular Operational programs on formulating the rules of its monitoring and evaluation
- Cooperation with particular institutions on drawing up their reports and performing analysis of their activity.

3.9. Open East

Priorities

- 1.1. Cultural and arts education
- 1.3. Lublin in Europe and in the world

Starting point

The Operational Program Open East is the continuation of cultural cooperation with the countries of Eastern Europe and the Balkans established by the self-government of the City of Lublin and the cultural milieu of Lublin. Because of its location and historical and cultural conditions, Lublin has been realizing the Eastern policy of cultural cooperation for years, contributing to the integration of the entire cultural sector of Central-Eastern Europe. Behind these actions there is the idea of building a common European cultural space including the Eastern partners and respecting their diversity.

Among many artistic initiatives, meetings and discussions between the artists and culture practitioners from Eastern Europe which were held in Lublin, there are especially important events organized by the municipal cultural institutions, such as: The Oldest Songs of Europe International Festival (since 1991), the Jagiellonian Fair (since 2006), 'Neighbors' – Central Europe Theater Festival (since 2007), Different Sounds Art'n'Music Festival Lublin-Lviv (since 2008), L² – Culture to the Power of Two – Lublin and Lviv (2008-2009), The 'Jazz Bez' International Jazz Festival (since 2010), The Triennial Exhibition of Contemporary Ukrainian Art 'Ukrainian Zriz' (2010), The Night of Culture (2012), The Eastern Partnership Culture Congress (2011, 2013), and The Eastern Europe Initiatives Congress (2012, 2013).

The undertaken activities aim primarily at creating a platform for the exchange of ideas and dialogue of the representatives of cultural sectors and to promote innovative solutions of cooperation of the cultural sector.

The acquired experience and competences enabled opening the Center for Eastern Competences – a think tank whose task is to contribute to creating the new quality of cooperation for development, in a broad sense. One of the main seven program areas of the Center for Eastern Competences' activity is the program Culture for development. The aims of the Operational Program Open East are part of the Center for Eastern Competences' assumptions and are thereby realized.

Example partners of the Program:

- Center for Eastern Competences
- Bureaus and departments of the Lublin City Office, especially: Mayor's Office – the International Cooperation Office, Investors Affairs Bureau, Education Department, Non-Investment Projects Department
- The municipal cultural institutions (especially those which realize significant international projects or the projects in cooperation with the Eastern Partners, e.g. The Workshops of Culture, The Center for Culture, The Grodzka Gate – NN Theater Center)
- NGOs which realize projects in cooperation with the Eastern Partners (e.g. The 'Transkultura' Foundation, The Ukrainian Society, The Foundation for Spiritual Culture of the Borderland, The

‘Muzyka Kresów’ Foundation, The Eastern Foundation for Culture ‘Akcent,’ and The ‘Panorama Kultur’ Foundation)

- Universities, higher education institutions as well as educational and scientific institutions which cooperate internationally within the field of culture or science (e.g. The Institute of Central and Eastern Europe)
- Networks and forums of international cooperation within culture, such as The Cultural Forum Eurocities, East European Performing Art Platform (EEPAP).

The direction of changes (goals, description, results)

The aim of the program is to strengthen Lublin’s position and image as a leader of a multifaceted and multilayered cultural cooperation with the Eastern Europe countries and the Balkans, based on partnership, dialogue and the exchange of experiences.

The Program is dedicated to the countries of the Eastern Partnership (Armenia, Azerbaijan, Belarus, Georgia, Moldova, and Ukraine) and to the Balkan countries (Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Montenegro, Kosovo, Macedonia, Romania, and Serbia).

The starting point to determine the direction of changes are the proposals of the Lublin cultural environment and the recommendations of The Eastern Partnership Culture Congress worked out by its participants in 2011, and the conclusions drawn from this year’s edition of the Congress. The directions of cultural cooperation with the partners from Eastern Europe deemed most important were:

- Devising and implementing new solutions for the development of the cultural sector and of the system of cultural education
- Working out new ideas, competences and tools for culture management
- Organizing international cooperation and effective activity both on local and European level
- Building a network of mutually supportive organizations, artists and informal initiatives from the Eastern European countries.

The Program shall be realized within several thematic areas:

- Support and counseling
- The exchange of knowledge and experiences
- Common artistic and educational undertakings.

The activities undertaken shall open up networks and platforms for cooperation, they shall support the mobility of people working in the field of culture, develop activities for raising the cultural personnel’s competences and building their international contact network. Those activities should also enable the realization of cross-border cultural and artistic projects (also those with Western European countries).

Anticipated results:

- Enhancing the skills and knowledge of the culture and arts leaders and managers from Eastern European countries through:
 - Increased access to information on innovative culture management solutions
 - Increased access to information on cultural policy and strategies and on external funding sources for cultural initiatives
 - Increasing the mobility of artists, culture leaders and managers from Eastern European countries
 - Working out tools for the creation of educational programs and financial mechanisms for artists and culture practitioners
 - Creating a platform for cooperation for cultural education.
- Creating the right conditions for the realization of cultural initiatives which promote cultural diversity of Eastern Europe
- Creating the right conditions for the development of European networks for cultural cooperation and dialogue with Eastern European countries
- Increasing the awareness of the problems and socio-cultural reality of Eastern Europe among culture operators of the EU
- Supporting the activities which aim at increasing the role of culture in the strategic documents of Eastern European cities.

Example tasks:

- Devising and implementing educational programs for culture leaders and managers from Eastern European countries within culture management and international project realization
- Setting up think tanks of cultural and educational cooperation in various thematic fields, members of which will be the representatives of the EU and Eastern European countries
- Working out approaches, analyses, reports and recommendations within cultural cooperation between the EU and Eastern European countries
- Organizing interdisciplinary residency and scholarship programs in Lublin, with the participation of artists and culture practitioners from Eastern European countries
- Organizing study visits and traineeships in Lublin with the participation of culture leaders and managers from Eastern European countries.
- Realizing multilateral cultural and educational projects promoting cultural diversity of Eastern Europe
- Realizing multilateral cultural and educational projects which enable the dialogue of the cultural and educational environments of the EU and Eastern European countries
- Realizing the projects concerning devising research and educational programs addressed to artists and culture practitioners from Eastern European countries.

3.10. Spaces for culture

Priorities

- 1.1. Cultural and arts education
- 1.2. Culture development in the districts
- 1.3. Lublin in Europe and in the world
- 1.4. Lublin 2017

Starting point

The basic space to for conducting cultural activity is the infrastructure of several dozen facilities occupied by cultural institutions and cooperative cultural centers and local community clubs. In the recent years several new institutions have emerged (e.g. Węgliń Cultural Center, the Center for Intercultural Creative Initiatives ‘Crossroads,’ The Old Theater), and so have new branches of the existing institutions (e.g. a rapid development of the network of the Hieronim Łopaciński Municipal Public Library branches). The condition of the facilities has vastly improved after the renovation of the Former Visitation Monastery – the seat of the Center for Culture, the Hieronim Łopaciński Public Municipal Library, and the Center for Intercultural Creative Initiatives ‘Crossroads,’ but also as a result of systematically conducted renovation works and investments in other facilities. The opening of the Center for Meeting of Cultures is scheduled for 2015 (CSK), joint back to the renovated building of the Music Theater and the Lublin Philharmonic. In the immediate vicinity of CSK, The Lublin Conference Center is being developed, there are renovation works being done in the Saxon Garden. Considering the forthcoming reconstruction of Litewski Square, in the near future a considerable part of the city center will be renovated creating brand new opportunities for conducting cultural activity. Nonetheless, a modern and attractive program, competitive with those of other Polish and European cities, requires continuous improvement of the quality of spaces for culture, including opening new institutions and their branches (especially in districts remote from the city center), as well as places which encourage creative expression and innovation.

Spaces for culture may also be located in green and recreational areas, squares, sports venues, buildings and surroundings of schools and universities. The city’s unique quality is a number of river valleys and ravines which condition Lublin’s climate, and when properly managed, they can be an invaluable asset integrating the residents and attracting guests. Organizing cultural events in the city space are hindered by permit procedures, and by a small number of places viewed as attractive. This situation led to concentrating the entire open-air activity in the Old Town. Searching new places, far away from the city center, which would be an alternative to the organizers, has become one of the most urgent needs conditioning further development.

While developing spaces for culture serving as venues, raising the quality of public space in general and propagating the idea of cultural cityscape shall be continued. One of the adopted assumptions is the revitalization of architecturally interesting buildings by their adaptation for cultural purposes. The preserved, described and enabled material heritage has an immense educational impact, creating the foundations for the identity development of the residents based on their common history and tradition. It is worth remembering that preserving material heritage is to an extent determined by its utility and surroundings. The continuation of renovation works for preserving the heritage of The Old Town and its

vicinity is indispensable, just as much as a systemic solution of the issue of advertising banners and signboards. This requires long-term thinking about space, which shall be supported by animating the dialogue on the culture of space. Lublin's activity in this field is the city's strength. There is the Forum and Council for the Culture of Space operating in Lublin, there are numerous meetings and ongoing debates on this issue, the residents participate in workshops and animations on landscape and architecture more and more often.

The cultural heritage is also one of the key values which are basis for the development of cultural tourism. Its elements (e.g. The Holy Trinity Chapel, the authentic Old Town, the Lublin Renaissance) are unique on a national and a European scale, and at the same time closely related to the city's identity and history. When properly promoted, they may create the image of Lublin as the city of culture.

Lublin's tremendous potential is the management of virtual space for culture. This potential shall be explored by means of the Lublin 2.0. Program, in which section it has been described in more detail.

Example partners:

- Bureaus and departments of the Municipality of Lublin, especially The Municipal Art Conservationist Bureau, the Architecture and Engineering Department, the European Funds Department, the Investment Department and the Planning Department
- Higher education institutions
- NGOs
- The Association of Polish Architects
- The Forum and Council for the Culture of Space

The direction of changes (goals, description, results)

The Program has to principal goals:

- Improvement of the city's cultural infrastructure and providing new spaces for cultural activities (including those related to various aspects of urban life, i.e. rest, tourism, the environment, and regional cuisine)
- Increase in knowledge and sensitivity for the quality of space, creating a culture of dialogue about space, and the improvement of the quality of public space related to them.

Thinking of space for culture comprises two subjects. The first one is related to the quality and functionality of spaces dedicated to conducting cultural activity and to utilizing the remaining public and private spaces for it. The second subject is related to the promotion of values of the cultural landscape⁵⁷ and the care of improving the esthetics of public spaces which results from it. These values also benefit preserving the monumental and recreational spaces, their functions and making them accessible.

The adopted Priorities (1.1. Cultural and arts education, 1.2. Culture development in the districts of Lublin) inspired the plan to optimize the network of libraries and cultural centers, and a necessary

57 Cultural landscapes are those where human interaction with natural systems has, over a long period, formed a distinctive landscape. The term "cultural landscape" embraces a diversity of manifestations of the interaction between humankind, its natural environment and social, economic, and cultural factors. After: The Polish Commission for UNESCO: Criteria for World Heritage Site selection, in: <http://www.unesco.org>

empowerment of the tertiary sector, which could be, e.g. building the House of NGOs. Other prospective investments spring from the needs and opportunities for development of the existing institutions. These are, among others:

- The Center for Children's Art (now 'Kolejarz' Cultural Center – 35 Kunickiego Street) which will be the new location for the Hans Christian Andersen Theater, which is planning to expand its scope activity by the educational aspect; the Center will also house a library and an environmental activity center
- The Center for Contemporary Art (5 Popieluszki Street) created based on the activities of the Labirynt Gallery and on the cooperation with the arts sector, among others the Art Department of UMCS and the Lublin Society for the Encouragement of Fine Arts
- The House of Words (17 Królewska Street/ 1 Żmigród Street), where the printing and typography, independent press and all subjects related to the use and of words are widely explored.

There is a need to create space for an exceptionally active milieu in Lublin – the new circus. A diagnosed shortage of places supporting the educational system, releasing creativity and unlocking an inventive potential, is the reason for some investments planned in order to build the Center for Playing with Knowledge and The Museum of Technology. Coworking spaces, incubators, and media labs are also very important as they enrich the infrastructure for development of the creative sector and enable the residents to develop personally. A place dedicated to the arts, which would gather artists, animators, and social leaders could be the 'Space of Free Creation.' Other investments from the borderline of culture may emerge as a result of the development of the tourist products adopted in the assumptions of the Tourism Development Strategy.

Although urban space planning and investments are not within the competences of the cultural milieu, the care to preserve and enable access to heritage is crucial for the people of culture. That is why at the same time activities for creating the culture of dialogue with regard to the generation and shaping of common spaces shall be undertaken. There should be animation and educational activities in this subject, and UNESCO's Convention concerning the Protection of World Cultural and Natural Heritage, the Leipzig Charter on Sustainable European Cities and the Toledo Declaration shall be popularized. The role of cultural animators is also to build a narrative and to popularize heritage (including contemporary heritage, such as The Słowacki Housing Estate in the district of Rury, or other examples of valuable modernist architecture), which is an important part of the Lublin – Memory of the Place Program.

Anticipated results

- Improving the quality of spaces in which permanent or temporary cultural activity will be conducted
- Creating new spaces for culture, including developing networks of libraries and cultural centers
- Improvement of the conditions for recreation and open-air activity
- Improvement of quality and visual congruence of Lublin's cultural landscape
- Sensitizing the residents to the quality of the space and socializing the process of space planning.

Example tasks

- Creating a database of all premises and other public or private spaces which could temporarily serve as spaces for culture and which could be adapted for this purpose
- Preparing a program for cultural infrastructure development and taking it into consideration in the municipal budget-planning, as well as in the long-term investment plans
- Simplifying the procedures necessary to organize open-air events and creating an information folders for the organizers
- Investing in new or the existing buildings which house cultural activity, including:
 - The Center for Playing with Knowledge (location unspecified)
 - The Museum of Technology (location unspecified)
 - The Center for Contemporary Art (5 Popieluszki Street)
 - The Center for Children's Art (35 Kunickiego Street)
 - 'The House of Words' (17 Królewska/1 Żmigród Street).
- Creating and opening to the public, or renovating and adaptation of the spaces which support the activities of informal groups and NGOs including:
 - The House of NGOs
 - Creating a space the new circus milieu.
- Creating new spaces for the exhibition of art and culture in the public space
- Initiating the creation and the promotion of coworking spaces, art incubators and media labs
- Active participation in consulting the newly constructed and modernized buildings which may be utilized for cultural purposes (sports venues, conference centers)
- The promotion of the idea of high quality spaces in the city, including the popularization of the need to protect the cultural landscape
- The animation of the culture of dialogue on space planning
- Active participation in urban space planning, including placing new installations, sculptures and other forms of art manifestation, and caring for their social character (e.g. by providing space to sit down)
- Seeking new sources of investment funding and applying external funding.

3.11. International cooperation

Priorities

- 1.1. Cultural and arts education
- 1.3. Lublin in Europe and in the world

Starting point

International cultural cooperation plays a strategic role in the development of culture because it contributes to the integration and building of mutual understanding between cultures, to raising the competences of cultural operators, to professional and institutional development, and to the international promotion of national and local cultural labels. Although it requires sizeable financial and human resources, and it entails a considerable risk, it remains one of the most desirable and attractive forms of cultural activity. It confers prestige onto the partners, allowing them to test one another's competences and potential. Successful international cooperation projects become a source of satisfaction, creative inspiration, new opportunities, and expansion of the spectrum of activities.

Currently, thanks to the European integration and the mechanisms of resource redistribution, there is a multitude of accessible resources which enable extensive international work. Cities and regions more and more often are aspiring to become autonomous entities of cultural cooperation, on a par with entities already operating on the national and international level. Functioning in a democratized space, however, in order to get the resources they need to compete with other cities, regions and organizations on equal terms. Finding a 'niche' – a specialized area, profiling and developing an offer based on a specific field is becoming the basis for promotional strategies and visions of development of self-governments in the entire Europe.

In this context, culture may become a factor which builds Lublin's international position, and which at the same time enables the city to expand the local offer and the opportunities for cooperation in other fields (e.g. tourism, economy and science) – especially in the creative sector.

In the past few years, Lublin has seen milestones in the scope, intensity and quality of international cooperation within culture. Because more financial resources from the municipal budget were spent on culture, culture operators have begun to treat the international dimension of cultural activity as its constant inseparable part.

There are already many cultural initiatives and activities in Lublin which are unique on an international scale. Some of them have an unquestionable potential which, if properly directed and reinforced, could bring the city immense benefits in terms of international promotion. These initiatives are currently at various stages of 'institutional maturity' which conditions directions of their development.

Lublin's international cooperation is realized by:

- Exchange and presentation of Lublin's artistic phenomena abroad, and of foreign phenomena in Lublin. More advanced forms of cooperation are: artistic residencies, projects and co-productions realized together. An example of this sort of cooperation is the 'I, Culture Orchestra' project co-

organized along with the Adam Mickiewicz Institute, or the Polish-Norwegian co-production of the play 'Hunger' in the Center for Culture.

- Participation in international organizations, networks and cooperation programs on the level of local government, cultural organizations or art groups. Some of the most important are: the network of major European cities 'Eurocities,' Intercultural Cities, European Heritage Label, HerO – Heritage as opportunity (within URBACT II project), IETM – International network for contemporary performing arts, Aerowaves – a cross-border dance performance network. Lublin is also home to the East European Performing Art Platform. Currently there are works underway to set up the Cultural Cooperation Network for the Eastern Partnership. The last two initiatives result from the consequential implementation of the cultural eastern policy of the city.
- Cultural cooperation with 22 twin towns and 6 sister cities. Cooperation with them is multifaceted and differs in intensity. It is based on the mutual exchange and presentation of artists and groups, as well as on undertaking common projects, often co-financed from the EU funds. The participation of art groups from Lublin in the 'Traverses' Festival in Nancy or projects carried out by the Municipality of Lublin, such as 'Closer Together. Three Cultures, One Europe,' are examples of such cooperation.

A special direction in the international cultural cooperation is Eastern Europe and the Eastern Partnership countries. As Lublin pays special attention to the East in its cultural activity, there is a separate Open East Program devoted to it in this strategy.

Example partners of the Program

- Bureaus and departments of the Municipality of Lublin, especially the Mayor's Office – the International Cooperation Office, Investors Affairs Bureau – The City's Marketing Office, Education Department
- Municipal cultural institutions (especially those involved in important international projects or cooperating with international partners, e.g. The Workshops of Culture, The Center for Culture, The Grodzka Gate – NN Theater Center, the Center for Intercultural Creative Initiatives 'Crossroads,' Wanda Kaniorowa Folk Song and Dance Ensemble 'Lublin')
- NGOs realizing projects with international partners (e.g. (e.g. The 'Transkultura' Foundation, The Foundation for Spiritual Culture of the Borderland, the Henryk Wieniawski Music Society, The European Foundation for Urban Culture)
- Universities, higher education institutions, scientific and educational institutions which cooperate with international partners in the field of culture or science (e.g. the Institute for Central and Eastern Europe, Alliance Française)
- Forums and networks of international cooperation within the field of culture, such as The Cultural Forum Eurocities, East European Performing Art Platform (EEPAP)

- The Ministry of Culture and National Heritage
- The Ministry of Foreign Affairs and The Polish Institutes
- National cultural institutions: The Adam Mickiewicz Institute, The Polish National Center for Culture, The National Audiovisual Institute, The Polish Film Institute, The International Cultural Center
- Institutions promoting foreign cultures with their branches in Poland (e.g. The British Council, The Goethe-Institut)
- Representatives of international institutions and diplomatic posts in Lublin (e.g. UNDP, The consulate General of Ukraine).

The direction of changes (goals, description, results)

The aim of this program is to reinforce Lublin's position as a modern, thriving, and internationally recognizable cultural hub which:

- Has a great input into the international circulation of culture by generating original and significant initiatives and organizing events
- Influences the course of the debate on the important phenomena in contemporary culture
- Contributes to the mutual understanding of cultures based on the ideas of an international dialogue and European integration.

The actions for international cultural cooperation shall comprise the reinforcement of the potential of cultural operators in Lublin, and their increased competences. This shall be done by enabling them to work on the international level. Supporting the projects of joint undertakings is crucial, as opposed to regular cultural exchange which is simply presenting own work, which only has short-term advantages, but does not translate into any benefits in the long-term. Joint undertakings help to build strong and lasting connections through dialogue and getting to know one another. In this sense, cooperation requires initiating mutual projects which respond to the authentic needs and fall within the organizational and financial capacity of the partners. It shall contribute to solving specific problems, tackling shortages and raising competences. It shall support the institutional and professional development by following the current trends and cultural phenomena.

The cooperation could be dually enriched. On the one hand, it could be complemented with the educational dimension comprising workshops and other forms of stimulating practical skills acquisition. On the other hand, the complementary element would be utilizing international experiences and good practices, adapting them for the set goals (e.g. by appointing think tanks, cooperating with international experts on drafting plans of cultural institutions, by the organization of conferences and panel discussions).

These actions shall be further complemented by the intensification and strengthening of international connections by participating in networks and platforms for cooperation, such as Eurocities, IETM,

Aerowaves and creating own actions through the initiatives such as EEPAP or the Cultural Cooperation Network of the Eastern Partnership.

Building a comprehensive system of international cooperation requires mechanisms and tools which support the cooperating organizations. Designing long-term development strategies of particular institutions' activities and ensuring their financial stability, also through the diversification of funding sources and raising the competences of their organizers (especially their communication, marketing, fund-seeking and project management skills), are indispensable. Developing a network of international connections shall contribute to the livening up of Lublin's cultural offer. It shall also put the residents of the city in direct contact with the best quality European and global cultural artifacts, and familiarize them with the most interesting trends and phenomena of the contemporary culture.

Anticipated results

- Increasing Lublin's international recognizability and reinforcing its position as an important cultural hub in this part of Europe
- Increasing the mobility of artists and cultural operators
- Institutional development of the operators and cultural organizations
- Raising the competences and qualifications of people working in the cultural sector (artists, animators, social leaders, etc.)
- Raising the standards by accessing good practices in a particular field
- A qualitative development of the city's cultural offer by enriching it with international events
- Learning and understanding the diversity and complexity of the European culture by the residents of Lublin
- Advancing European integration by means of a multilateral debate, mutual respect and the intercultural dialogue, revolving around the common heritage the European culture
- Development of cultural tourism on the basis of Lublin's flagship cultural events

Example tasks

- Creating a local mobility fund in order to support the participation of artists and culture operators in international undertakings and in cooperation networks on the municipal level and within the budget of the municipal cultural institutions
- Creating a system of cultural staff training which will raise the staff's competences with regard to fund-seeking and managing international projects
- Creating a program of improving the foreign language skills of the cultural staff
- Organizing contests for the best international cooperation projects

- Creating a communication platform which would facilitate finding partners and the exchange of good practices, and which would contain a database of people and institutions conducting cultural activity.
- Introducing criteria for international cooperation in open tenders for providing public services
- The development of the European College of Culture
- Creating the program of residencies and scholarships
- Organizing events presenting the culture of Lublin's twin towns.

3.12. Cultural events

Priorities

- 1.1. Cultural and arts education
- 1.2. Culture development in the districts
- 1.3. Lublin in Europe and in the world
- 1.4. Lublin 2017

Starting point

Currently there are tens of cyclical cultural events taking place in Lublin, many of which debuted in the past few years. They appeal to the residents and attract visitors from the region, country, and from abroad. The characteristic feature and a competitive edge of Lublin's events is their being entrenched in the local context which is the basis for the events' artistic program. The range and specificity of this offer are much diversified and they comprise:

- Events for mass audiences
- Large international festivals of significant promotional potential
- Niche events addressed to small groups of recipients specifically interested in a given area of culture, often times coming from outside Lublin
- Small-scale events, usually cultural animations addressed to a local community of one or more districts.

Having analyzed the biggest events organized in Lublin, Rose Fenton⁵⁸ determined key factors accounting for a festival's success in her report 'Festivals and cultural organizations of Lublin'⁵⁹:

- Creating an exceptional artistic program
- Establishing intersectoral partnerships
- Building a marketing, PR, and communication strategy, as well as the fund-obtaining strategy
- Independence and a stable management model
- Preparing a transparent methodology of monitoring and evaluation.

She also indicated the following problems of the event-organizers in Lublin:

- No management model
- Short-term funding which excludes long-term planning

58 Rose Fenton – Lublin's European consultant in the ECC 2016 contest, an independent art producer, a coordinator of many international projects and festivals, among others, one of the founders and the president of the THEOREM network, the coordinator of Mobile Lab of Theater and Communication and of 8 editions of the Festival in Transition.

59 R. Fenton, *Festivals and cultural organizations of Lublin*, Culture Department of the Municipality of Lublin, 2010.

- Little organizational and financial power
- Insufficient knowledge and international connections
- The inability to establish relationships with stakeholders and to build audience
- Insufficient communication, PR, marketing and fundraising skills.

The author recommended limiting the number of festivals and concentrating more resources on events crucial for the implementation of the city's cultural strategy, creating a festival forum, investing in staff training and attempting at drawing up a three-year financing model.

Example partners:

- Municipal cultural institutions (especially The Workshops of Culture, The Center for Culture, The Grodzka Gate – NN Theater Center, the Center for Intercultural Creative Initiatives ‘Crossroads,’ Wanda Kaniorowa Folk Song and Dance Ensemble ‘Lublin’)
- Culture, Education and Sports Department of the Marshal’s Office
- Regional cultural institutions
- The ‘Chatka Żaka’ Academic Center for Culture
- NGOs (e.g. The Henryk Wieniawski Music Society, The ‘Sztukmistrze’ Foundation, The Lublin Fantasy Association ‘Cytadela Syriusza,’ The ‘Transkultura’ Foundation, The Association of UMCS Graduates)
- Investors Affairs Department (The City’s Marketing Office) and the Sports and Tourism Department of the Municipality of Lublin
- The Lublin Regional Tourist Organization (LROT), The Lublin Center of Tourist and Cultural Information.

The direction of changes (goals, description, results)

This program aims at devising and implementing a modern standard of planning, organization, realization, and supervision of cultural events, which will ensure stable conditions for their further development. The new standard shall enable a full exploration of the events’ promotional potential, at the same time preserving their social character and reinforcing their educational dimension.

The realization of the Program shall unlock an unhindered development of cultural events thanks to their careful planning according to criteria relevant to the events’ profile (e.g. paid – free, mass – niche, etc.). Each of them shall have a strategic assumption, which will enable devising a management model relevant to the event’s mission, as well as a promotion strategy, organizational support, and increased financial stability. Cultural events can be managed as products, but it requires accounting for their characteristic features: immateriality, indivisibility, uniqueness, and temporariness. The ‘product’ approach increases the effectiveness of their realization, but it poses a danger of the ‘event-centric’ approach to culture, its ‘festivalization’ and importing ready-made products at the expense of local milieu. The aim of better resource management is to build a permanent platform for cooperation and dialogue with representatives (milieu, institutions) working in the presented fields of culture. Resources better managed shall also

increase the funding threshold for artists, animators, and managers of Lublin by utilizing their potential in devising the events' ideas and programs, drafting a yearly theme offer related to the key events, and reinforcing their educational dimension. Thanks to research and a constant redefinition and update of the mission, both the existing and new festivals can address the real demand, preserving the *genius loci* of the city.

Special attention and support are due to the events compatible with the vision of The Lublin Label and with the assumptions of the Lublin City Tourism Development Strategy. In the upcoming years The Magicians' Carnival shall be promoted as the most recognizable event of Lublin in Poland and in Europe. Thanks to the Theater Confrontations, which will be gradually transformed into a product called The Lublin Theater Autumn, Lublin will evoke associations with the theater legacy of the 1970s and with the current offer of alternative theater, as well as with the richness of festivals, aspiring to be the Edinburgh of the East. The following projects are considered pivotal in these endeavors: The Night of Culture due to its social character, Different Sounds Art'n'Music Festival for introducing the audience to the Eastern and Balkan music, and the 'Codes' Festival of Traditional and Avant-garde Music which experiments with forms and prides itself on a rich cultural program.

Anticipated results:

- Creating a diverse, year-round offer of cultural events based on the local potential, and an educational offer coupled with it
- Devising event management strategies and models consistent with the city's policy
- Devising a methodology of monitoring and evaluation of cultural events
- Audience-building and cooperation with the remaining stakeholders
- Development of a cultural tourism offer of Lublin based on the most important cultural events.

Example tasks

- The realization of a clear festival policy of the city by:
 - The creation and annual update of the most important cultural events list according to the following formula:
 - National and international events falling under the city's marketing strategy
 - Innovative and experimental events
 - The events of very high artistic level
 - Local events (both genuine and co-organized) co-created with the districts' residents
 - The support for new promising initiatives
 - Working out a general festival strategy containing an artistic vision, development plan and fundraising plan

- Creating a marketing, media and communication strategy for groups of events, e.g. for the Summer Open-Air Events, The Lublin Theater Autumn, etc.
- Creating a complementary calendar of events based on the dialogue between the organizers.
- Expanding the offer of single events by:
 - Distributing the events in time (creating a year-round offer)
 - Including educational activities into festival programs – workshops, debates, lectures, seminars, a child-oriented offer, etc.
 - Decentralization of the venues (venues in various districts, utilizing available spaces).
- The improvement of the events' financing stability by:
 - The diversification of fund sources (sponsors, crowdfunding, external funds, etc.)
 - Seeking title sponsors for the most important events.
- Seeking systemic solutions which enable the managers, curators and other people permanently engaged in organizing the events, to raise their competences and thus network, having established international contacts
- Systemic and comprehensive monitoring and evaluation comprising qualitative and quantitative research and their long-term effects, such as economic, social, cultural, and promotional factors.

Conclusion

This elaboration is the first document of this type within the field of culture having the status of a strategy. Drawing on hitherto devised programs, projects, analyses, and reports, it complements them with priorities and orders their problems. The strategy is not a holistic description of all conceivable activities which could be conducted in culture, but it merely indicates the ones which seem to be crucial at the current stage of Lublin's development, so that culture becomes a decisive factor in improving the life quality of the residents, and so that it stimulates the economic growth of the city, improving other areas of life.

Indicating the four Program Pivots: Remembering and Anticipation, City and Region, Towards the East, and The Culture of Knowledge, the document shows the desirable thematic areas around which the crucial cultural project shall revolve in the upcoming years. At the same time, the strategy gives much freedom of choice and does not limit possible forms of expressions to the ones described in it.

The presented Operational Areas are an attempt to indicate activities which must be necessarily undertaken in the forthcoming years, and the Operational Programs are a proposal of their implementation.

The realization of these ambitious plans requires competence, perseverance, cooperation and responsibility of many milieux and their representatives. It is only common action that can lead to the anticipated result. It needs to be emphasized that the proposed changes may only begin to show in years ahead. It is therefore essential to undertake bold and long-term actions and not get discouraged by initial failures.

Culture is our common good and it is subject to collective responsibility. Thanks to culture, Lublin may become an interesting and attractive place of high quality of life, which develops dynamically and initiates future changes, where the residents, proud of their history, look boldly into the future, building local communities, developing their talents and passions.

Lublin has a chance to become one of the most important cultural hubs in Europe and play a major role in the national and European debate on the meaning of cities in the development of contemporary societies.

The Lublin Culture Development Strategy 2013-2020 is a document which gives hope for the optimistic future full of challenges and which initiates the realization of ambitious goals of the city and its residents.

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