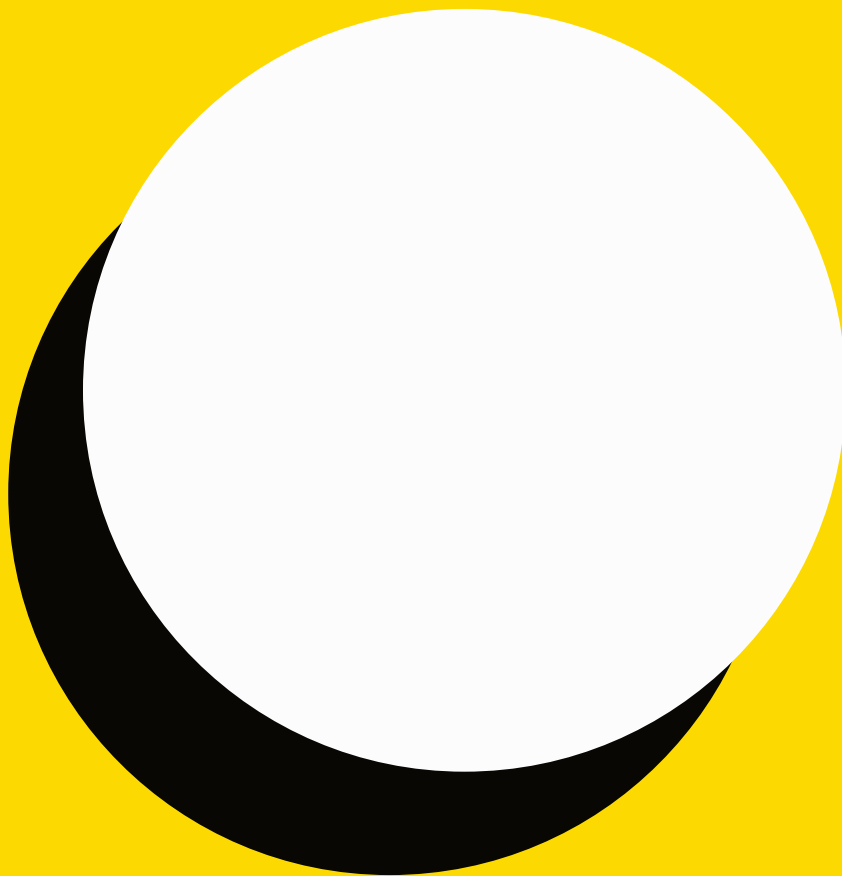


**Timișoara  
2023**

# **Project Plan**



1.09.2021

Timișoara ECoC remains the most prioritized and ambitious project for the city of Timișoara in the upcoming years. Aware of the challenges and with great responsibility, we have adopted a plan of action regarding the necessary concrete steps for the accomplishment of the ECoC goals until 2023 and beyond. The city of Timișoara and the other key stakeholders are aiming to take advantage of the current opportunities to face the need for a more global vision and for a sustainable process of open cultural and social dialogue. In this process, one of our main goals is to reconnect to the values of the bid book – and, therefore, to reconnect with the citizens of Timișoara, the whole of Romania and Europe.

**”Our narrative is about setting civic energy in motion. Through the European Capital of Culture title, we want to address the crisis of values shared by Europeans. Our Cultural Program is built around the people, the places where they live and meet and how they connect with each other, their surroundings and the continent. There is an immense amount of learning required in order to meet future challenges that we can hardly imagine. It is another kind of learning – skills that help us be flexible, responsive, and innovative. And we must learn very quickly. For us, the European Capital of Culture is a process, not an event.”**

—Timișoara’s bidbook, 2016

To respond to the past and current challenges, in the last 9 months, we have put in place a new ecosystem for a successful implementation of the ECOC, that has a clear organizational structure, management and curatorial roles, and working and funding mechanisms and tools in place, as detailed below.

## Organisational structure

**The working principles** for Timișoara are to deliver a successful ECoC year and to set up the foundation for a sustainable, long-lasting legacy, as set in the bid book, with open spaces for culture, more cultural resources and capacities, flagship events well rooted and citizens empowered through culture.

**The main delivery structure** for the ECoC cultural program is the Centre for Projects of Timișoara (the Centre), a public institution under the authority of the Local Council of Timișoara. Established this spring, the Centre has already granted, from April until today, **funds for culture** worth 9 million lei (1,8 million EUR), for 82 projects and programmes, through transparent, accountable and wholly digitalized procedures. Additional 2 million lei fundings will be allocated this year for sports and youth, while project funding to education and community initiatives will start next year.<sup>1</sup>

**The ECoC fund** was earmarked to partners and collaborators that already developed bid book projects in the previous years, amounting to 4 million lei. The funding program was set in place as a testing platform for future ECoC funds allocations. It had two stages that allowed partners to further develop their initial proposal, upon specific experts’ recommendations on artistic, European and public-related dimensions, so that the projects respond better to the bid book. The process was based on transparent rules, open dialog, and minimum quality standard criteria towards the bid book objectives.<sup>2</sup>

In support of better financing practices, Centre for Projects of Timișoara has **partnerships** with The National Cultural Fund Administration ([www.afcn.ro](http://www.afcn.ro)), ARCUB – Cultural Centre of Bucharest (<https://arcub.ro/>), Cluj Cultural Centre (<https://cccluj.ro>) and works with other Romanian centres, like Cultural Centre of Arad (<https://www.ccja.ro/>). The aim is to harmonize procedures, but also to initiate **a common open-source platform for funding in culture**, as part of Timișoara’s strategy to engage more public administrations within ECoC action in Romania and to build a cultural-led local development policy.

As a delivery structure, the Centre has **important benefits** for the given local context and time restraints. It has the possibility to earmark public funds on a multi-annual funding schedule (in case of not being secured in time through national legal framework of multi-annual funding). Furthermore, the public budgetary framework allows allocations of public funds, in certain limits, prior to adopting the annual public budgetary law. Both legal rules do not apply to non-public institutions, like associations or another private organisation. We are confident that from both a programmatic and legal perspective, direct funding for our ECoC project partners is the best way to go.

In terms of **staffing**, in addition to the 7 people already employed in the Centre, an additional 7 positions are currently being recruited to focus on delivering the ECoC. By the end of the year, the plan is to significantly grow the number of staff to up to 30 people.

**The roles and responsibilities of the Centre for Projects of Timișoara for the ECoC are:**

- *Hosting the ECoC curatorial team* which revises the bid book for the pandemic context and the new year of the title, developing and coordinating the delivery of the basic cultural program, including future open calls to complement it, where is needed, in terms of content and/or impact;
  - The curatorial team has 7 members, functioning as a collective unit for the ECoC program development and delivery. They represent a variety of artistic fields and other cultural milieus, locally and internationally based. The Centre is launching an international open call in September 2021 for 3 curators of each 'territory' of the bid book (People, Places, Connections) and experts with experience in big events, including financially, technically, and in terms of impact; communication and promotion in culture; education, mediation, audience development in culture; community building and engagement;
  - Curatorial team members are coaching, mentoring and working with the partners, on artistic vision and concepts, European partners, networks and themes, outreaching and community engaging, with the purpose to develop the ECoC projects to their potential both individually and especially as part of Timișoara 2023 program, thus contributing to a sustainable *legacy as content and impact*;
- *Funding and supporting body* mainly on application writing, accessing spaces, logistics, fundraising, and reporting, with the purpose to build capacities to manage cultural programs, leading to a stronger sense of responsibility and ownership, thus a sustainable *legacy for the project life cycle*;
- *Monitoring and evaluation body* to see trends and patterns on accessing and participating in culture, for better local cultural policies, the *ECoC being one strand* of a broader impact strategy of the Centre, by outsourcing independent expertise and building in-house capacities to evaluate from project to city level, on various sectors and perspectives, including longitudinal and by public segmentation;
- *Communication and engagement unit* by implementing the initial bid book communication strategy of engaging audiences to co-create and communicate meaningful cultural content;
- *Cultural spaces facilitator* by responding to the high need of cultural spaces, while initiating a participatory process of defining the cultural identity of some cultural spaces and, consequently, their best suited functionalities and management systems.

**The ECoC manager** has the responsibility for the ECoC cultural program delivery and its legacy. By working closely with both key stakeholders and the curatorial team, the ECoC manager follows the key milestones of the delivery process and issues regular progress reports to the key stakeholders and publicly regarding the results and the outcomes targeted.

In support of the ECoC cultural program delivery, especially in terms of funding, cultural infrastructure and diplomacy, the municipality of Timișoara leads on monthly basis **an interinstitutional task force of the key stakeholders**, consisting of: the mayor and/or the vice mayor responsible for cultural infrastructure, the Ministry of Culture representative, Timiș County Council representative, and the ECoC manager.

For status reports and analysis on the cultural program delivery, on a quarterly basis, we will engage members of the curatorial team, and on a case by case basis, representatives of national and/or local administrations, such as ministers, parliamentarians, representatives of cities like Arad, Deva, Lugoj, Reșița, Sibiu, Szeged, Veszprem, Novi Sad, Elefsina, and strategic funders and

partners, like National Cultural Fund Administration, European institutions and networks, ECoC and twin cities, universities, tourism and business organisations.

**Timiș County Council, through Timiș County Arts and Culture Centre, contributes** on to all key directions regarding the ECoC cultural program delivery at county/regional level. In 2021 Timiș County Council launched Tim Cultura, a public funding program for the development of a society with sustainable landmarks; supporting creativity and talent; attracting and capitalizing on resources for the development of the cultural and youth sphere; supporting cultural actors at national and international events; the development of traditional culture; improving the cultural offer; promoting the cultural product in the context of new multimedia platforms. A total budget of 4,44 mil. lei was allocated for 232 projects, with a separate chapter amounting to 1,27 mil. lei for the 2021 ECoC program.<sup>3</sup>

The two Centres, Timișoara's and that of the Timiș County, are sharing experiences and best practices, towards building common, unitary financing practices.

All the key stakeholders are working hard with Ministry of Culture, through the State Secretary responsible for the **ECoC in amending specific legislation**, the Emergency Decree no.42/2019 on the establishment of financial measures to support the development of the National Cultural Program Timișoara 2023 – ECoC. The final draft will enter public debate as early as next week.

Following the monitoring panel's recommendations, the amendments focus on multi-annual funding and funding mechanisms for the cultural program, as well as on investments from the state budget for cultural infrastructure.

Also, the Municipality of Timișoara, the Timiș County Council and the Ministry of Culture, as board members of the Timișoara 2021 Association, maintain their assistance towards refunctioning the association, including by a clear establishment of the legislative framework through the Emergency Decree no. 42/2019.

## Programme development plan

In 2021, the cultural program status was analysed from 2 perspectives: A. the overall cultural program and its corresponding with the general ECoC and city/region objectives, done by an independent group of cultural experts and policy makers<sup>4</sup>, commissioned by the City of Timișoara; B. an in-depth cultural program analysis in correspondence with the bid book concepts of the 'stations' and 'trails' and their specific objectives and milestones. For this evaluation, we asked for the help of an evaluation commission of experts who were involved in candidacies for the ECoC title of Baia Mare, Cluj Napoca and Timișoara<sup>5</sup>. The commission was also involved in the funds' allocation for the 2021 ECoC program under the priority and direct funding procedure of the Centre for Projects of Timișoara.

As by the independent work commissioned, Timișoara 2023 consists of:

- Well developed programs, aligned with the original concept and objectives and high potential of growing: Players of Change 'station', and 2 of 17 'trails': Encounters, Moving Fireplaces;
- Developed programs, with various degrees of improvements needed on artistic content, European dimension and/or public approaches: Light over Borders 'station', and 8 of 17 'trails': Addictive Lights, AnaLogic, Invisible/Visible, Impulse, Slowing Down, Breathing Spaces, Spotlight Heritage, Energy Incubators;
- Underdeveloped programs: the Opening, 4 out of 6 'stations': Reflections, Dare!, Bright City, Lightscapes, and 7 out of 17 'trails': Knowledge Fields, Chiaroscuro, Fluid Views, City Voices, Baroque reloaded, Light Search, European Echoes.

Based on the independent analysis, under the coordination of the director of the Centre for Projects of Timișoara, the Municipality **initiated a process of reconfirming commitments** and rebuilding trust for the ECoC cultural program among all current lead partners. In this process, considering the input from the external evaluation commission, the lead cultural partners are also engaged in revisiting the cultural 'stations' and 'trails' for 2022-2023 in accordance with the original concept of the bid book and considering pandemic and time constraints, developing or consolidating them, by case, on the following directions: artistic excellence, European dimension, public approaches, capacities, locations, needs and milestones. For the underdeveloped 'stations'

and 'trails' the Timișoara's Centre team took the initiative of mapping potentially new cultural partners to be proposed, based on their portfolio, to the curatorial team.

The process is ongoing<sup>6</sup>, as a basic documentation folder for the curatorial team (see Annex 1). In terms of **content development**, the curatorial team will focus on the key criteria of the bid book: artistic excellence, European dimension, public-centred approaches, capacity building and locations strategy. In terms of **deliverables**, the curatorial team is responsible for:

1. The revised bidbook, by adapting it to the pandemic context and the new year of 2023; this revision will be finalized by mid-November this year.
2. The development and delivery of the basic cultural program, including the ECoC calendar for 2023 and, where the case, the pre-events for 2022, upon a monthly working calendar with the partners;
3. Open calls schedule for 2022-2023 to complement the basic cultural program, which might be general calls under the bid book concept, and/or specific calls for certain 'stations' and/or 'trails' that have the potential of widening and deepening their impact, the curatorial team being responsible for designing the calls in terms of thematic, objectives, criteria, and budgets.

The bid book revision implies an inclusive, participatory and open process for all the stakeholders involved, including the key financing authorities – the Municipality of Timișoara, the Timiș County Council and the Ministry of Culture, as well as representatives of the Timișoara 2021 Association and others.

In accordance with the monitoring panel's recommendations, **the basic programme** for 2023 follows the bid book narrative and the artistic vision, with the Opening, 6 'stations' and 17 'trails', by the initial working principle mentioned at the risk mitigation plan in 2016: "in case the artistic quality is jeopardised, it is the scope and size of activities that is limited, and not the artistic quality". Therefore, also **the financial structure and commitments** follows the bid book, by direct funding of the basic cultural program totaling 70% of the budget, and 30% for the open calls, by the 2022-2023 schedule, as mentioned above.

The European dimension continues to be developed based on the work done so far, including by mapping the capacities of the lead cultural partners to more develop and extend European partnerships and themes on their programs. Having as a starting point the partners' network of networks, the curatorial team develops **a strategy of deepening** the European dimension, by considering the revised bid book, including actions such as: engaging cultural diplomacy capacities of the all-key stakeholders, the ECoC family, twin cities and Romanian candidacy cities, initiating an extensive program of art residencies and mobilities, culture exchanges and job shadowing, and culture education and mediation microgrants program, organising twice a year Timișoara 2023 Art Markets.

The curatorial team, through its specialised members, will also be involved in developing and implementing **transversal strategies**, mainly regarding communication, capacity building, fundraising and monitoring and evaluation, working with the team of the Centre for Project of Timișoara, cultural partners and institutions and representatives of the key stakeholders, under the coordination of the ECoC manager. For a broader and deeper impact beyond the cultural sector, the ECoC manager has the responsibility to engage with various institutions and organisations, such as:

- Intercommunity Development Association for "Timișoara Growth Pole", formed by the City of Timișoara, Timiș County Council and 19 suburban communes (<https://adi-pct.ro/>);
- Association for Promoting Timișoara and Association for the Promotion and Development of Tourism in Timiș, for the ECoC tourism strategy;
- Education system (schools and educational organisations), having a grassroots network already built and engaged, consisting of 61 mayors' representatives in schools' boards, selected from the community on competences and motivations to be part of a better, holistic education system, out of 165 candidates <https://comunitate.primariatm.ro/educatie/ca-scoli#inscriere>;
- Universities, as strategic partners for various layers, such as, monitoring and evaluation strategy, volunteering and hospitality program, policy experts and teachers, and last but not

least indoor and outdoor spaces and logistics, including dormitories for mobilities, residencies and tourists;

- The business sector by consolidating on ongoing projects and networks, such as ECoC-SME project focused on mega-event's potentials to strengthen local entrepreneurship (<https://www.primariatm.ro/proiecte-cu-finantare-europeana/ecoc-sme/>), 2021 Hackathon Flight Festival, in August 2021, on smart city, tourism and hospitality, culture and creative industries (<https://flight-festival.com/hackathon/>);
- Various community groups to expand and diversify the initiated alliance – Friends of Timișoara 2023, with the role of building and engaging a growing community for Timișoara 2023.

Name	Current status	Financing authority	To be delivered	Expected / Jan. 2023
<b>Victoria Cinema</b>	works in progress	National (GED 42/2019) & City	Dec.2021	finalised
<b>Dacia Cinema</b>	works in progress	National (GED 42/2019) & City	March.2022	finalised
<b>Culture Palace (facade)</b>	works in progress	City	Jun.2022	finalised
<b>Unirea Cinema</b>	small repairs needed	City	Jun.2022	finalised
<b>Studio Cinema</b>	works in progress	City	Dec.2022	finalised
<b>Mărășești Cultural Center</b>	works in progress	National (GED 42/2019) & City	Dec.2022	finalised
<b>Freidorf Cinema</b>	technical dossier finalized	European funds	Feb.2023	final phase
<b>Iosefin Water Tower</b>	technical dossier finalized	EEA Grants	Feb.2023	final phase
<b>MultipleXity</b>	technical dossier tbf in Dec. 2021	National & City	in phases, starting with 2022	no.83, finalized, no.54-56- in progress
<b>Kuncz Cultural and Educational Center</b>	constr. authoriz. released	European funds	May.2023	soon to be finalised
<b>Arta Cinema</b>	technical dossier finalised	City	Jun.2023	soon to be finalised
<b>Timiș Cinema</b>	authorization of construction released	City & European funds	Jun.2023	soon to be finalised
<b>Culture Palace ensemble – rehabilitation of non-monument building</b>	works in progress	National (GED 42/2019) & City	Jun.2023	soon to be finalised
<b>Culture Palace ensemble – restoration of the monument building</b>	technical dossier finalised	National (PNRR/Nat. Restoration Program) & City	in phases, starting with 2023	works in progress
<b>Banatul Philharmonic</b>	technical dossier finalised	National (GED 42/2019) & City	Dec.2024	works in progress
<b>The Museum of the Romanian Revolution</b>	technical dossier to be initiated	The Council of Europe; Dev. Bank	Dec.2025	works in progress
<b>Timiș County Library “Sorin Titel”</b>	technical dossier finalised	National (GED 42/2019) & County	2024 or later	work in progress
<b>Huniade Castle</b>	technical dossier tbf in May 2022	National Restoration Program & County	Dec.2024	Work in progress – in best case scenario a wing of the Castle could be open to the public
<b>Baroque Palace - Art Museum of Timisoara</b>	technical dossier finalised	County	in good working order	the main rooms are open to the public
<b>Rehabilitation of Mocioni Mansion in Feoni (Timiș County)</b>	technical dossier to be initiated	National & European funds	April 2024	work in progress



## Feasible Monitoring & Evaluation framework

The monitoring and evaluation plan is based on the bid book framework, but taking into consideration the pandemic and time constraints. The ECoC goals are monitored through three interrelated research packages, each equipped with specific strategic areas of inquiry, priority indicators and well-defined milestones (see Annex 2). These three research packages are:

1. Implementation-driven / The working principle is to engage and follow the entire implementation process, whilst tracking and interpreting the achievement of the ECoC goals through the bid book criteria, in the overall context of the city's cultural strategy. The data monitored and evaluated is structured along specific indicators that follow the general bid book criteria, as well as the special features of the cultural program, with their expected results.
2. Audience-development-driven / The working method of this package is to follow key strategic activities related to audience development throughout the cultural program. This data is used in making decisions and setting up communication tactics and operations. The information monitored and evaluated is structured along indicators used in the audience-centred cultural interventions.
3. Legacy-by-capacity-building-driven / This package is designed to monitor the long-term legacy of the project with particular focus on the overall goals. The carrier of the legacy is the capacity building program developed in key areas, including highly qualified professionals, legal frameworks, changes in setting the agenda of decision-making committees, sustainable budgeting, open infrastructure, and audience-centred cultural interventions.

A key aspect of the monitoring and evaluation plan is the dialogue with the local community, needed for creating a widespread culture of transparency and accountability, in order for the stakeholders to build trust in the project. Key specific instruments that we plan to work with in tracking, monitoring and disseminating information and data are: citizens' focus groups involved in data collection and communication of the outcomes; the TM2021 Art Markets, presenting, twice a year, the status and the outcomes; a balance score card displayed stating the latest indicators of success and the progress thereof.

## Main tasks and the timeline from 1<sup>st</sup> September 2021 until 31<sup>st</sup> December 2023

Key stages	2021	2022				2023			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Cultural programme delivery</b>									
The cultural program status, mapping its potential and needs, being given time and pandemic constraints – initiated	.								
The revised bid book	.								
The basic cultural program development, including pre-events where necessary	.	.	.	.	.				
Open calls schedule and delivery	.		.		.		.		
Mobilities, exchanges and job shadowing program across Europe and beyond	.	.	.	.	.	.	.	.	.
Programme-Book one (shortlist of 80% of projects)				.					
Programme-Book Two (final list of project)					.				
The final cultural programme delivery					.	.	.	.	.
<b>Funding</b>									
Public mechanisms analysis – initiated	.								
Amending specific legislation – initiated	.								
Attracting additional public funding	.	.	.	.	.	.	.	.	.
Negotiations with potential private sponsors	.	.	.	.	.	.	.	.	.
Digital platform for funding and crowd-funding		.	.	.	.	.	.	.	.

Communication									
Digital communication platform – initiated	.	.	.	.	.	.	.	.	.
Organisation of Art Markets, including with communication managers from other ECoCs		.		.		.		.	
Exploratory talks with Romanian Cultural Institute, national tourism organisations and travel operators, national media and other	.	.	.	.	.	.	.		
Marketing budget and activity concept final (incl. Info, ticketing, communication logistics, programme communication)			.	.	.				
Media cooperation negotiations according to the final programme shortlist, including with selected European media outlets, as well as regional media					.	.	.		
Exploratory talks with the media of Romanian diaspora (events co-created with travel agencies) and tripadvisor.com, booking.com, airbnb.com, blablacar.ro and others					.	.	.		
Launch of merchandise – every item is a story related to the programme					.				
Visitor Information Centre and ticketing system operational					.				
Press conferences on preparations status				.	.	.	.	.	.
Monitoring & evaluation									
Working groups with cultural sector – initiated on public space, infrastructure and digital tools	.	.	.	.	.	.	.	.	.
Working group in setting up the system for monitoring and evaluation activities - mechanisms, tools, data basis and interrelations with institutions and initiatives in similar fields	.								
Attract European expertise in big data gathering, compiling and 'reading' new trends and pointing out needed interventions	.	.							
Define and deliver the baseline studies	.	.							
Implement the monitoring and evaluation system		.	.	.	.	.	.	.	.

Concluding, the main challenges faced so far in the implementation of the cultural program were: lack of the artistic leadership and understanding of the ECoC processes, leading to an underdeveloped and unbalanced ECoC program after 5 years of preparations<sup>7</sup>; lack of the capacity to deliver in terms of governance and management system for the complexity of an ECoC (a dysfunctional board, non-existing for more than 3 years of preparations, independent monitoring & evaluation body not yet set up); delayed funding and lack of common, unitary legislative framework and financing mechanisms regarding the ECoC action; lack of trust of the community<sup>8</sup> and the cultural sector, due to non-transparent development processes of the cultural program, partnerships and fundings and a very poor communication system.

The new ecosystem established responds to all of them and all the key stakeholders are determined to contribute and collaborate to a successful ECoC delivery in 2023 and beyond.

Mayor of Timișoara,  
Dominic Fritz

<sup>1</sup> More about the Centre for Projects of Timișoara <https://beta.primariatm.ro/centrul-de-proiecte/>; Results Call no. 1, Culture, <https://beta.primariatm.ro/centrul-de-proiecte/apel-1-2021-cultura/rezultate-apel-1-2021-cultura/>; Results Call no. 2, Culture, <https://beta.primariatm.ro/centrul-de-proiecte/apel-2-2021-cultura/rezultate-apel-2-2021-cultura/>; Ongoing Call no. 4, Sport, 2021, <https://beta.primariatm.ro/centrul-de-proiecte/apel-4-2021-sport/>; Ongoing Call no. 5, Youth, 2021, <https://beta.primariatm.ro/centrul-de-proiecte/apel-5-2021-tineret/>;

<sup>2</sup> Rules on non-reimbursable financing from the local budget of Timișoara to the TM2023 RESTART priority cultural program, <https://beta.primariatm.ro/centrul-de-proiecte/apel-3-2021-cultura/>; Evaluation Grid, [https://cdn.primariatm.ro/wp-content/uploads/2021/08/Anexa-3\\_Grila-de-evaluare\\_Apel-3.pdf](https://cdn.primariatm.ro/wp-content/uploads/2021/08/Anexa-3_Grila-de-evaluare_Apel-3.pdf); 2021 ECoC program: <https://beta.primariatm.ro/centrul-de-proiecte/apel-3-2021-cultura/rezultate-finale-apel-3-2021-cultura/>;

<sup>3</sup> Tim Cultura 2021, Timiș County Council financing program for culture, arts and youth, <http://timcultura.ctimis.ro/>; Final result at [http://timcultura.ctimis.ro/wp-content/uploads/2020/07/174\\_HCJT\\_2021\\_A-1.pdf](http://timcultura.ctimis.ro/wp-content/uploads/2020/07/174_HCJT_2021_A-1.pdf);

<sup>4</sup> **Corina Șuteu**, former Culture Minister of Romania, president of FilmETC, Making Waves Film Festival NY and Director of the Romanian Cultural Institute in New York, previously president of the European Forum of Cultural Networks, a board member of IETM and ENCATC, founder of the ECUMEST Association, diplomat, trainer, independent consultant and researcher in the fields of cultural cooperation and cultural management and comparative cultural policies in Europe ([https://rowikipedia.org/wiki/Corina\\_%C8%98uteu](https://rowikipedia.org/wiki/Corina_%C8%98uteu));

**Oana Radu**, a cultural manager and cultural policy consultant, co-founder of Film ETC Association, manager of Making Waves Festival in New York, and FARAD Documentary Film Festival in Arad, deputy director of the Romanian Cultural Institute in New York, program director ECUMEST Association, MA in cultural management, Dijon Business School, France (<https://makingwaves.filmetc.org/oana-radu/>);

**Raluca Iacob Pop**, an independent cultural policy professional living and working in Bucharest, Romania, with a BA in communication studies and an MA in public policy from Central European University, Budapest, founder of CubicMeter – resources for culture, collaborates with innovative contemporary art producers, project writer and consultant, and is an active member of the Coalition of the Independent Cultural Sector, an advocacy network (<http://m3culture.ro/ecipa/>).

<sup>5</sup> **Teodora Borghoff**, Timișoara 2021 cultural program coordinator, local development expert, trainer, consultant, over 25 million euros attracted funds and carried out trainings, consulting, management in Romania, Germany, Netherlands, Ukraine, Bosnia, Montenegro and Ethiopia, specialised in restoration and enhancement of cultural heritage (over 15 million euros attracted for national heritage buildings in the southern area of Transylvania and Banat), active promoter for local development solutions through technology and innovation, recently working on topics such as global development goals (SDGs) and resilience to climate change (<https://et.linkedin.com/in/teodoraborghoff>); **Bianca Băilă**, Timișoara 2021 international relations coordinator and curator of Fluid Views program, coordinator of Artistic Unit until 2018,

grant manager at Timișoara Community Foundation, part of the executive team of Federation of Community Foundations in Romania, studied visual arts in Timișoara and Bucharest (master), sociology in Timișoara and La Coruna (Spain).

**Andreea Clortea**, Baia Mare 2021 executive director, over 15 years' experience in project and event management, with over 200 coordinated, implemented or monitored projects, over 10 years' experience in training, consulting, organizational and personal development, accredited trainer and consultant Human Synergistics and Belbin Team Roles, founder of IA Sibiu - Universal Day of Ia Sibiu, Romanian Design - concept store, NOI HAI Design (<https://futurecapital.ro/ecipa/>).

**Simona Fiț**, Timișoara 2021 bid book coordinator, STE@M educational projects fund coordinator, national training program in lobby and advocacy coordinator, with over 800 participants, representatives of employers, trade unions and NGOs, technical consultant for over 50 public hearings, contributing significantly to the amendment of the Transparency Law no. 52/2003 and standardisation of lobbying and advocacy activities in Romania, lecturer, researcher, author of manuals and handbooks on advocacy, public policies, social dialogue, public consultations and regionalization.

**Rarița Zbranca**, Cluj Napoca 2021, program director, cultural expert with 20 years' experience in arts management, curating, research and policymaking, director and cofounder of AltArt Foundation, co-founder of Fabrica de Pensule, member of the Strategy Group of the "A Soul for Europe" initiative, member of the European House for Culture, and a board member of the Balkan Express network, speaker and trainer to a large number of professional forums, such as the Berlin Conference, European Cultural Forum, IETM plenary meetings and Cultural Congress in Wrocław, in 2015 awarded "The Cultural Management prize" of the Administration of the National Cultural Fund in Romania and the award for Cultural Management from the Business Women Association Cluj (<https://cccluj.ro/our-team/>).

<sup>6</sup> Mapping together with partners needs, resources and the actions plan for Timișoara 2023, [https://docs.google.com/forms/d/1kp4plshBcrrvfbA17xO6X\\_8QeVEs78gqI5kI49obrnDs](https://docs.google.com/forms/d/1kp4plshBcrrvfbA17xO6X_8QeVEs78gqI5kI49obrnDs);

<sup>7</sup> New Second Monitoring Report - ECoC 2023, Romania, recommendations 5 and 6, pg.8, [https://ec.europa.eu/culture/sites/default/files/2021-07/Timișoara-2nd-monitoring-report-June-2021\\_en.pdf](https://ec.europa.eu/culture/sites/default/files/2021-07/Timișoara-2nd-monitoring-report-June-2021_en.pdf); "Proposed action plan Jul-Dec 2021 for the relaunch of the Timișoara – European Capital of Culture 2023 project", an independent report commissioned by the City of Timișoara, pg.3, [https://filmetc.org/uploads/TM2023\\_PlanAction\\_Propunere\\_GrupConsultanta.pdf](https://filmetc.org/uploads/TM2023_PlanAction_Propunere_GrupConsultanta.pdf) (only Romanian version);

<sup>8</sup> 2014-2024 Timișoara Cultural Strategy Evaluation Report – sociological study, pg. 95, Annex no.1 to the 2nd Monitoring Progress Report of Timișoara, 6 May 2019 submitted to the European Commission, unpublished publicly - "The 2021 ECoC program is considered a very important opportunity for Timișoara. However, it was reclaimed the need to develop an objective procedure for a transparent allocation of project funding".



# TM2023 Restart

This form is being addressed to the coordinators of cultural projects included in the bid book, with the subsequent amendments and updates of the cultural program "Timișoara - European Capital of Culture", who have developed and implemented projects during 2017-2021, and has the role of mapping needs, resources and the action plan for each project. This is a working tool through which the Centre for Projects of Timișoara wants to establish a constructive work environment, to reconnect partners to the ECoC objectives and to facilitate communication with the curatorial team.

We want to work together to restore trust at all levels and to contribute in a practical way to the realisation in the best possible conditions of all projects, that is why we ask you to please offer us the specific answers so that we can establish an effective dialogue and find the right solutions.

Thank you!

The name of your organization

Territory

Project title

Trail / Station

**1.** How has the artistic vision of the project changed or adapted during the implementation and what other perspectives could be explored for continuity?

**2.** Name the European partners you have worked with so far and the ones that you are planning to work with in the future, and if you need support in establishing, consolidating or expanding partnerships for the development of your project.

**3.** Specify if you are a part of any European network. What other networks do you know which could be relevant for your project?

**4.** What needs have you identified so far in the development of your project, and what type of support would be useful for its further development?

**5.** Describe the key development phases of your project, in relation to the year 2023, and beyond.

**6.** What spaces and/or locations you plan for the development of your project? Specify if you have difficulties in accessing or making use of them.

**7.** What are the dates or the periods of the planned public events and activities part of your project?

**8.** What do you think your role as a cultural operator is in building an artistic community and how do you see yourself connected to a more common vision for a broader and accessible cultural life in the city?

**9.** Propose existing models or new methods and instruments of working with a curatorial group, for improving the implementation process of your project, as well as the delivery of "Timișoara – European Capital of Culture" program.

# Core indicators

	Civic dimension	Values dimension	European dimension
<b>General objectives</b>	[ECoC1] to put civic energy in motion in order to overcome passivity and activate the society through audience development;	[ECoC2] to inspire lives based on values of entrepreneurship, civic society, multiconfessionality and interculturality;	[ECoC3] to increase the international profile of the city by means of a more intensive interaction with other European cultures, in terms of artistic excellence and cultural interdependence;
<b>Strategic objectives</b>	[SG1] to create a common platform for cultural advocacy, which facilitates a reinvention of the social system on the role of cultural and civic engagement;	[SG2] to increase and to make better use of resources for cultural activities;	[SG3] to generate a real European breakthrough in the development of CCI in the cross-border territory of Banat, especially in areas such as computer gaming and digital application development, architecture, design, and crafts;
<b>Core impact indicators</b>	<ul style="list-style-type: none"> <li>• Citizens' awareness and appreciation of the European cultural diversity and commonalities and the day-to-day benefits thereof;</li> <li>• Citizens' sense of belonging to a common cultural space;</li> <li>• Citizens' perceptions on the culture's role in the quality life of the city;</li> <li>• Audience satisfaction analysis;</li> <li>• Dynamics in audiences' profiles and demographics;</li> <li>• Recognition of the city as being culturally vibrant and having improved image;</li> <li>• Increase in GDP and employment in city' cultural and creative sectors;</li> <li>• Retention and attraction rates of creative people in the city;</li> <li>• No. of spinoffs in the cultural and creative industry.</li> </ul>		
<b>Core results indicators</b>	<p><b>Contribution to the long-term strategy</b></p> <ul style="list-style-type: none"> <li>• Citizens' awareness of the ECoC amongst residents and wider audiences;</li> <li>• Consistent strategy for long term cultural development of the city;</li> <li>• No. of public servants specialised in cultural impact assessment;</li> <li>• No. of current local festivals boosted at an international level;</li> <li>• % increase of private funding for culture;</li> <li>• No. of partner cities involved in the preparation and delivery.</li> </ul> <p><b>European dimension</b></p> <ul style="list-style-type: none"> <li>• No. of activities highlighting European diversity, based on European themes or based on transnational cooperation;</li> <li>• No. of European cross-border co-operations and partnerships developed within ECoC cultural programme;</li> <li>• No. of artists from abroad and Romania featuring within cultural programme;</li> <li>• No. of European and international network affiliations of local artists organisations;</li> <li>• No. of permanent residencies for artists and cultural managers in the city.</li> </ul> <p><b>Cultural and artistic content</b></p> <ul style="list-style-type: none"> <li>• No. of innovative, unique European cultural products and interventions;</li> <li>• No. of participatory cultural products;</li> <li>• No. of co-productions between traditional and independent cultural operators;</li> <li>• Sustained multisector partnership for cultural governance;</li> <li>• Investment in, or number of collaborations between cultural operators and other sectors;</li> <li>• No. of cultural leaders empowered to stir the change locally and nationally;</li> <li>• No. of cultural managers skilled in working at international level;</li> <li>• No. of audience development professionals.</li> </ul>		

**Core results indicators****Capacity to delivery**

- € value of investment in cultural infrastructure, sites and facilities;
- No. of places revived or reconverted for culture (indoor and outdoor);
- Cultural impact evaluation of city's investments in correlation with EcoC.

**Outreach**

- Attendance and participation in ECoC events;
- % of residents attending or participating in events, including young, minorities or the disadvantaged;
- Analysis of audiences reached, by cultural segments, and by levels of engagement;
- No. of cultural organisations focused on audience development;
- No. of active volunteers;
- No. of schools and civic organisations (including specialised groups) reaching out and/or participating in culture.

**Management**

- Cost-effectiveness and impact analysis of ECoC;
- Total number of projects and events;
- € value of ECoC cultural programmes;
- Volume and tone of media coverage;
- Increase in tourist visits and overnight stays.