



UNCHARTED

Understanding, Capturing and Fostering the Societal Value of Culture

Values in Cultural Administrations PORTUGAL

Case Study: Cultural policies in Bragança Municipality

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Criteria for the Case Study

- Portuguese territorial asymmetries
- Policies of decentralization

Bragança

- Inland Northeast Town
- Population: Low density(35.000 inhabitants)



Territorial co-operation

- European Grouping for Territorial Cooperation Léon-Bragança
- Twin-cities - Spain (3)
 - France (3)
 - Italy (1)
 - São Tomé e Príncipe (1)
 - Brazil (1)

Total expenses in cultural activities – Bragança & Portugal

	Bragança	Portugal
Total expenditure of municipal councils on cultural and creative activities per inhabitant	€139,2	€50,5
Total expenditure of municipal councils on sports activities and facilities per inhabitant	€ 50,7	€31,1
Expenditure of municipal councils on culture and sport in total expenditure	18,8 %	9,6%

Source: National Statistics Institute - INE, *Regional Statistical Yearbooks – 2019*

Strategy for tourism

Implement the Integrated Programme of Cultural Tourism and Urban Development of the Bragança Municipality; based on 5 strategic axes:

Axis 1: Cultural planning and community participation (Celebrating and participating);

Axis 2: Gastronomy (Tasting and surprising);

Axis 3: Tourist mediation and quality of urban space (Receiving and discovering);

Axis 4: Innovation and entrepreneurship (Innovating and generating value);

Axis 5: Branding and communication (Belonging, attracting and revealing)

Source: Provisional Document, GOP, 2015:19).

Valuations – Criteria and Procedures

• Cultural planning in Bragança

- ✓ Foster high-quality cultural programmes at several facilities, attracting new audiences
- ✓ Organization of medium scale cultural events
- ✓ Recovery, adaptation and re-functionalization of historical buildings
- ✓ Construction of the Museum of Portuguese Language
- ✓ Focus on network cultural planning and its decentralization in the municipal territory, through productions and co-productions developed in partnership
- ✓ Support cultural initiatives of non-profit associations
- ✓ Boost the educational services of cultural facilities
- ✓ Maintain an editorial policy of local authors' work and/or topics of local interest

(Source: Interview with representative of the Department of Culture - Bragança Municipality)

Main values identified in the cultural policies

Dominant identified values	Main measures
<ul style="list-style-type: none">• Preservation and promotion of heritage• Cultural participation/ cultural literacy• Support to the arts• Networking in the culture domain• Economic value	<ul style="list-style-type: none">• Support to traditional music, masks tradition, history• Creation of new museums• Support to local Associations; programming with schools• Support to contemporary art, theatre, literature• Cultural programming nets in the municipality, and at inter-municipal, regional, national and abroad levels• Municipal events gathering heritage and traditional crafts and gastronomy• Territory branding and tourism

Tensions – Cultural Associations

- **Creating channels of communication and planning support to the associations**

- “Why not establish *open calls* for projects, with adequate financial allocation, as a way to hold the associative movement accountable and valued? Policies to support associative movement must value and demand accountability in equal parts”.

(Source: Association A, Focus Group)

- **Valorization of local artists and associations**

- “Artists from outside the Municipality are paid, locals are always treated as volunteers”.

(Source: Associations B and C, Focus Group)

- “Volunteering has its contours defined, but it cannot be synonymous with exploitation”

(Source: Association C, Focus Group)

- **Role of cultural private companies in the organisation of municipal events shall be reconsidered**

- Shared opinion: big expenses with hiring private companies do not mean real investment in culture;

- The organisation of those events could be participated by associations, who always work *pro bono*.



Concluding Remarks

- Continuity in political lines for culture across the two mandates: coherence of the electoral programme, the planning activities for each year, and the correspondent accountability reports;
- Some agreement on the Municipality's availability to receive requests from the Associations and sometimes support them;
- Gap between cultural work from associations, the Municipality and the learning local activities in the field of arts;
- Need for professionalization and valorisation of the work developed by the local associations;
- More balance between the valorisation of cultural traditions and heritage and the investment in some local artistic projects (music, theater, arts);
- Strong relationship between local development and cultural and touristic investment;
- COVID-19 situation - facing the damage requires supporting the recovery of the most affected sectors, namely, contemporary live music + “building” new audiences.

Thank you for your attention!

