

**Trenčín
2026**

**European
Capital of
Culture**



First Monitoring Report

Cultivating Curiosity



Introduction	3
Long-term Strategy	4
Monitoring and Evaluation	6
Programme	8
European dimension	11
Capacity to Deliver	14
Outreach	15
Management	17
Milestones	22
Annexes	26

Introduction

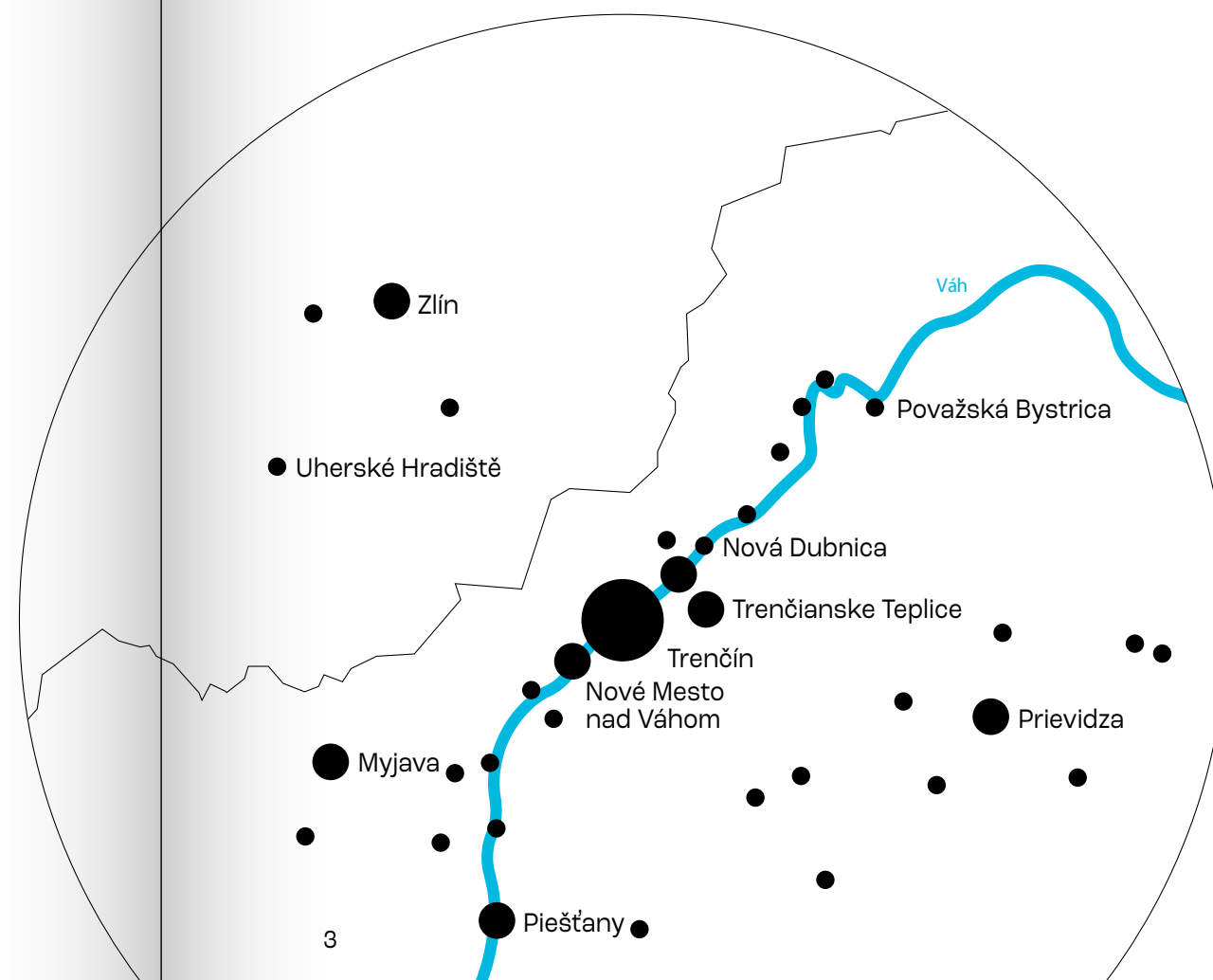
This report covers the period of **15th December 2021–31st August 2022**. Just nine months have passed since Trenčín was celebrating its nomination as European Capital of Culture 2026 in December 2021. Our team's gratitude, joy, motivation, and excitement were overwhelming as we immediately got back to work, thrilled to start delivering on all the ambitious plans laid out in the Cultivating Curiosity Bid Book. The wave of positive responses to winning the ECoC title was encouraging on all levels—from the general public, through creative professionals, all the way to the politicians. While the health, geopolitical, and economic context of two long years of COVID-19 continued to cast a long shadow, Russia invaded Ukraine, a direct neighbour of Slovakia. While all these factors plus rising inflation and the economic crisis somewhat tempered our celebrations, the candidacy team, City of Trenčín and Trenčín Regional Government nevertheless transitioned to the implementation phase with great enthusiasm for the shared vision.

To reflect on the newly emerging circumstances and to respond to the growing inflation with the threat of a financial crisis that could impact the funds to deliver Trenčín 2026 in upcoming years, the team has developed a contingency financial plan.

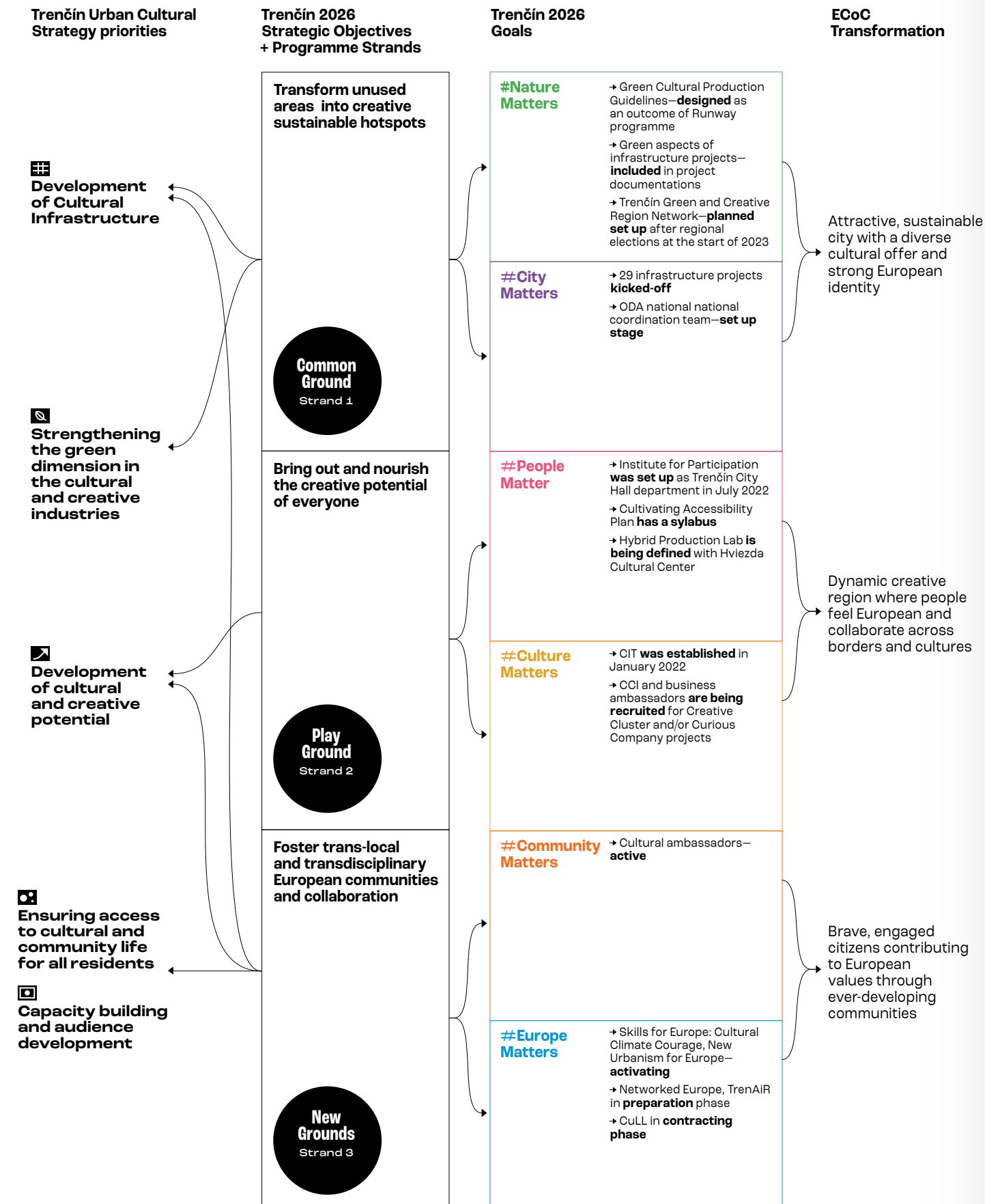
The team's dedication and effective synergy with city officials has ensured that even in these early stages of the delivery phase, the key implementation partners—Creative Institute Trenčín, City of Trenčín, and Trenčín Regional Government—are making progress according to the timeline and are working diligently towards all major milestones.

At the national level, the Ministry of Culture expressed its immediate support and has been a great partner, even though legal structures in Slovakia are really quite unprepared to deliver an event of such magnitude. In particular, national public procurement law and existing structures for fund distribution are proving difficult to align with ECoC delivery criteria, such as high artistic and cultural quality, involvement of local and national cultural actors during the candidacy phase, as well as the distribution of resources within the cultural and creative sector. The issue of how to distribute public financial resources in line with national law, while honouring the intellectual property rights of cultural actors who collaborated on the bid with the aim to achieve the highest quality and expertise, is still to be resolved. The team has a positive solution mindset, and has been discussing this issue with the authorities, including European authorities, ever since it arose.

Meanwhile the team, further strengthened with insightful new colleagues, is delivering on setting foundations for long-term strategy projects, launching cultural and artistic programme delivery, and collaborating with the city and region regarding infrastructure projects and monitoring. Our team's hard work and perseverance—and our partners' unwavering support—have been crucial to achieving what we report in this document.



Long-term strategy



Trenčín's Livable **City—Unique TRENČÍN si TY 2021/2030—with an outlook to 2040 (Cultural Strategy)**, continues to be strengthened and catalysed since the selection stage through the Trenčín 2026 programme delivery.

In January 2022, the City of Trenčín together with the Trenčín Regional Government set up the **non-profit organisation Creative Institute Trenčín (CIT)** with the mission to deliver the Trenčín 2026 programme and to **develop the cultural and creative potential** of the city. The CIT governance strategy is built on the professional development of the candidacy team, supported by new cultural professionals, cross-sectoral networks, and local, national, and European institutional cooperation.

The CIT has the mission to fulfil the six long-term goals of the Cultural Strategy:

#NatureMatters & #CityMatters

The right political support has been secured to start the infrastructure projects. All infrastructure projects are being implemented with a focus on fulfilling the European Green Deal requirements. CIT and the City and Region of Trenčín are having monthly meetings to plan and coordinate the delivery of physical infrastructure projects, including Urban (re)Creations, Cultural Hotspots and Connected City (see p.37). Our joint priority is to ensure efficient and green work strategies, including mobility transport options to venues and public spaces, in line with the strategy for sustainable city mobility.

The **Development of Cultural Infrastructure** through Trenčín 2026 has **kicked-off** with building/refurbishment of **29 physical cultural infrastructure projects** (Bidbook p. 97-98, detailed progress information p.37), from which we highlight the process of setting up an **ODA national coordination team** for the repurposing of the ODA building. The team includes the CIT, the City of Trenčín, the National Government's Office for Research, Development and Innovation, the Ministry of Defence, and the Ministry of Culture and Ministry of Regional Development. The team aim is aligned with the needs of the Ministry of Defence and the city's needs to co-create a realistic reconversion plan for the ODA.

Runway¹ capacity building programmes for cultural professionals, ambassadors, and youth is **strengthening the green dimension in the cultural and creative industries** through the addition of an environmental sustainability dimension to the modules. **Green Cultural Production Guidelines**, as one of the Runway outcomes, will be co-developed with local organisations to be piloted in spring 2023. During the candidacy, the team held regular meetings with local and regional cultural stakeholders: teams of local and regional cultural organisations, independent artists and organisers, representatives of Trenčín University of A. Dubček, and the cultural department of the City of Trenčín. After the ECoC title was awarded, public interest grew and the team set up a

¹ Runway Culture Professionals—European Creative Campground programmes were renamed RUNWAY | Culture Professionals, RUNWAY | Young Festival Producers, RUNWAY | Culture Ambassadors to increase usability of the title

system of quarterly meetings with around 55 attendees. The second meeting was held on June 21 and was led by the CIT as well as capacity building experts—it took the form of an interactive workshop where we collectively reviewed the syllabus of **RUNWAY Cultural Professionals**, implemented adjustments, and collected more feedback. The team was very excited to see strong regional representation during the meetings.

Besides these informal meetings, CIT is also in the process of establishing the **Trenčín Green and Creative Region Network** of municipality cultural offices/delegates. During the first meeting in May 2022, there was a common decision to plan the creation of this network after the regional elections at the end of October 2022.

#PeopleMatter & #CultureMatters

The City of Trenčín set up the **Institute for Participation Trenčín (IPT)** in July 2022 to **ensure access to cultural and community life for everyone** in the city. Funded through CIT, the IPT will lead on the city's cultural accessibility through policies and research, while being an important instrument for CIT's Outreach with regard to the **Cultivating Accessibility Plan, Cultural Ambassadors' Programme**, and participatory budgeting within communities (see Outreach section p.15).

CIT's head of production is coordinating on the programme concept and technology acquisition plan for the **Hybrid Production Lab** alongside the director of the Cultural Centre Hvězda. By ensuring both the creation of hybrid events and experimentation with new technologies, the Hybrid Production Lab will increase Trenčín 2026 programmes' accessibility to geographically-distant audiences in engaging ways.

Planned to be launched in October 2022, including an English version, the **Runway** programme contributes to **Capacity Building and Audience Development** (more detail see p.8). The course syllabus was co-designed by 50+ participants, including local cultural organisations such as Monokel publishing, Hvězdne Noci, Jablonož Cultural Centre, VinylLab, and the Gallery of M.A. Bazovsky.

CIT and Zlín Technology and Innovation Center (CZ) and six Czech regional municipalities applied for an Erasmus+ project that aimed to support the creation of the **Trenčín Creative Cluster**. Planned for 2023/2024, the Trenčín Creative Cluster will be developed through three stages—mapping, implementation, and dissemination. Although the application was unsuccessful, the partners have agreed to reapply in 2023, and until then continue through other funding streams. CIT is strongly committed to continuing the planned activities to develop the Trenčín Creative Cluster with local and regional partners.

The **Curious Company Programme** is another programme contribution to the creation of the creative ecosystem for CCI in the Trenčín region. This year, the Curious Company Programme is focused on national and international outreach, hosting the second Business Event in November 2022 (for the first event, see the Bid Book p. 81). Currently CIT focuses on recruiting "CCI and business ambassadors" who will eventually engage with the Creative Cluster and/or Curious Company projects.

#CommunityMatters & #EuropeMatters

CIT's Outreach has been working to ensure access to cultural and community life for everyone in the city. In particular, capacity building opportunities will be created for Cultural Ambassadors who are acting as outreach for CIT. The Cultural Ambassadors are involved in designing the RUNWAY Culture Ambassadors syllabus (which is planned to commence at the start of 2023 and will train 20 new ambassadors each year) and producing the Community Guideline.

A participatory Budgeting and Volunteering Programme is planned to kick-off in 2023 (see Outreach section p.15).

The Skills for Europe agenda of Trenčín 2026 is contributing to the Development of the Cultural and Creative Potential of the city and region. RUNWAY and Garage are being implemented with international partners to foster Cultural Climate

Monitoring and Evaluation

Initial impressions

During the hitherto short implementation period of Trenčín 2026, we can only share the very first impressions of the event in the city, mostly in terms of the city's image and cultural governance. This limitation is due to the lack of structured baseline data and research infrastructure.

→ Trenčín's Image

Based on our social media engagement and interactions, media coverage, and political response, the title and Cultivating Curiosity slogan seems to have been well received by the city, the country, and internationally across citizens, practitioners, and policy-makers—only media and marketing research will confirm if our first impressions are right. So far, international officials have been very keen to visit Trenčín, such as numerous diplomats and European delegates, including the Ambassador of Finland.

→ Cultural Governance, Research Capacity, and Sustainable & Creative Development

Trenčín has gained three new organisations to deliver and research the ECoC, and foster the culture and creative sector, namely the Creative Institute Trenčín, Institute for Participation, and Trenčín Cultural Living Lab. These organisations, supported by the City of Trenčín, the Trenčín Regional Government, the University of A. Dubček in Trenčín, and the third/business sectors—will also be a significant legacy for the city's cultural and creative ecosystem, contributing to improved cultural governance, cultural research capacity, and sustainable development. CIT, IPT, CuLL, and the City of Trenčín are working together to develop a data sharing agreement to aggregate historical data, and collect primary data to evidence the impact of Trenčín ECoC 2026. These collaborative instruments for cultural governance and research did not exist before the title was awarded.

Courage in cultural organisers and youth leadership (see p.12). The New Urbanism For Europe will kick-off through City Reimagined.

Networked Europe and TrenAiR programmes are planned to start in 2023, with preparations already on-going.

In terms of long-term strategy, CIT, the City of Trenčín, and Trenčín Regional Government are working together to prioritise Trenčín 2026 long-term goals and to strengthen the Cultural Strategy across the region. Although the CIT is currently on track with the planned timeline and outcomes, we are well aware of the increasing workload that awaits us in coming months. CIT is in constant communication with the City of Trenčín, Trenčín Regional Government, Trenčín University of A. Dubček, the Ministry of Culture, and the Ministry of Investments to address the challenge of the common and correct understanding of the Trenčín 2026 ECoC programme, principles of implementation, and timeplan.

The title is already boosting job creation in culture, creative industry, research, and urban development. CIT opened up 10 new job posts this year, with a 24-strong team planned by 2023. Our impressions are that more people are interested in working with CIT since the title was announced. We've seen more job applications from outside Trenčín from those wanting to return to Trenčín to work at CIT. Trenčín Regional Government and the local Gallery of M.A. Bazovský have agreed to open a new position for the Centre for Architecture Coordinator, which was not possible before. Recruitment plans for Trenčín Cultural Living Lab can be viewed in the next subsection.

Trenčín Cultural Living Lab (CuLL)

As stated in the Bid Book, the main aim of the Monitoring and Evaluation for 2022 On your Mark was to co-create CuLL. Responding to the Selection Panel's final report recommendations, in March 2022 the CIT appointed Dr Rafaela Neiva Ganga (author of the Monitoring and Evaluation strategy) to provide expertise in the transition phase on research and data infrastructure, and funding.

In March 2022, a Steering Group was constituted to co-create CuLL. This group comprised CIT director Lucia Dubačová, monitoring and evaluation expert Dr Rafaela N. Ganga, University of A. Dubček in Trenčín Rector representative Marcela Galbová, and FUNGlass research institute director Prof. Dušan Galusek. The Steering Group was supported by several local and national policy stakeholders, including the City of Trenčín Deputy Mayor Patrik Žák, and the government's office for Research, Development and Innovation Pavel Laczko. Between March and June 2022, we held a series of working meetings with the University of A. Dubček in Trenčín, CIT, lawyers, and relevant stakeholders and critical friends to discuss the best structure, governance, and

funding strategy for CuLL. After the consultation period, a contract between CIT and the University of A. Dubček in Trenčín was drafted.

CuLL is in process of contracting between CIT and the University of A. Dubček in Trenčín as per law No. 131 on Higher Education and on Changes and Supplements to Some Laws as a specialised research centre. CuLL bylaws are to be approved by December 2022. While CIT appreciates the university's investment on the material and human capacity, it would welcome a more flexible, and up-to date working conditions. The university's heavily bureaucratic working practices and dated working conditions have been identified as a potential risk to the partnership and the efficient delivery of the monitoring and evaluation of Trenčín 2026. The terms of the contract being negotiated aim to mitigate this risk.

→ i) CuLL Governance

CuLL will be subsidiary to the rector of the University of A. Dubček in Trenčín as a specialised centre of excellence. The director will lead the CuLL, responding to the University of A. Dubček in Trenčín rector, and supported by three boards: Scientific Board, International Advisory Board, and Civic Board.

The Scientific Board will be constituted by i) five University of A. Dubček in Trenčín professors that will act as Monitoring and Evaluation co-Investigators and supervisors of the post-doctoral research fellows (more detail below); ii) representatives from national universities; iii) one representative of the Slovak Institute of Cultural Policy, and iv) one representative of the Institute for Cultural Policies. The Scientific Board will provide expertise, facilitate access to national datasets, networking and dissemination, and will support the day-to-day management of research activities.

The International Advisory Board will be constituted by international universities, including the University of Zlin (Czech Republic), University of Porto (Portugal), Liverpool John Moores University (United Kingdom), and Arizona State University (USA). The International Advisory Board will provide expertise, international networking and dissemination, and funding acquisition.

The Civic Board will be constituted by non-academic partners, namely CIT, City of Trenčín, Trenčín Regional Government, Slovak Ministry of Culture, Slovak Statistical Institute, NGOs (e.g. Spolka), culture and creative industries, resident organisations, student unions, etc. The Civic Board will provide experience expertise, non-academic networking and dissemination, and access to real-world data (e.g. open access data from the City of Trenčín, museums, libraries, etc.).

The Scientific Board will meet monthly, and the International Advisory Board and the Industrial Board will meet quarterly. The Open Innovation Group (n=50) will be constituted by members of the Scientific and Civic Boards. CuLL management will be supported by executive staff seconded by the University of A. Dubček in Trenčín as an in-kind contribution.

→ ii) Accreditation by the European Network of Living Labs

CuLL will be accredited by the European Network of Living Labs (ENoLL). The accreditation process will be submitted in February 2023 for Wave 2023 with an application for the growth stage of membership. CuLL will take part in

the Capacity Building Programme of ENoLL, and it will be re-evaluated one year after activity for full membership. The Capacity Building Programme includes fast-track, in-depth and customised training, mentoring, and site visits to support the journey of the Living Lab towards full membership. Dr Rafaela N. Ganga will support the process as an expert on Living Lab methodology.

→ iii) CuLL Recruitment

CuLL will recruit three post-doctoral research fellows in January 2023 (five-year contract) and two more in January 2025 (three-year contract). The CuLL post-doctoral research fellows' expertise will range from cultural policy, data science, economics, to urban sustainability, and will be supported by full-time staff members from various faculties of University of A. Dubček in Trenčín. In 2022, the Steering Group developed an analysis of the scientific assets of the University of A. Dubček in Trenčín and mapped them against Trenčín 2026 Monitoring and Evaluation's needs. The result is a cross-faculty collaboration strategy and target recruitment plan (Annex 3).

→ iv) Funding Strategy

At this project stage, CuLL is exploring funding opportunities (European Science Foundation, European Culture Foundation, Horizon 2020, private foundations such as Anna Linda, and Botnar Foundation, and other national and international programmes). The founding Steering Group analysed the following calls: Interreg EU Cultural and Creative Sector, Horizon Europe Culture and Creativity, URBACT, Urban Innovative Action, and Transformation-Innovation Consortium. Further details on the funding strategy can be found in the Financial Projections section (p.20).

Baseline datasets

Trenčín 2026 Monitoring and Evaluation's main aims for the ex ante evaluation is also to create the baseline databases against which Trenčín 2026 change will be measured, and to provide evidence for CIT decision-making. Therefore, as the Selection Panel Final Report recommended, the Monitoring and Evaluation prioritise setting up baselines as soon as possible.

The Institute for Cultural Policies—a member of the Scientific Board—has published a Cultural Policy Handbook accounting for cultural access and participation. National macroeconomic indicators on availability/accessibility and willingness to participate in culture were developed, and will serve as a basis for Trenčín indicators on culture participation to allow comparability. However, further work is needed to detail segmented cultural audience practices. Furthermore, there is an acknowledgement of the lack of public research infrastructure to aggregate, collect, and analyse cultural production and consumption data. Hence, our priority is to create the CuLL with the right structure and governance to advocate and develop cultural policy research in Slovakia.

The data sharing agreement with the City of Trenčín has nevertheless allowed access to anonymised big data that will be curated and used as a baseline for comparison to demonstrate the change fostered by the preparation and delivery of Trenčín 2026. Identified datasets include Education, City Budget, Green Infrastructures, Parking and Transportation, Communication, City Council Policy, Sports Infrastructure, Tourism, and Culture (e.g. the number and type of cultural events, cultural organisers).

Full access to IPT (further details in the Outreach section—p.15) datasets was granted by the City of Trenčín. One of the post-doctoral fellows to be appointed in January 2023 will be a data scientist fully dedicated to creating big data baselines.

Monitoring and Evaluation maintained the momentum of the value of a robust evaluation framework by i) securing the support of the Monitoring and Evaluation expert Dr Rafaela N. Ganga; ii) building on collaboration with the University of A. Dubček in Trenčín to create CuLL; iii) securing the support of national and international organisations, such as the Ministry of Culture, the Government Office for Research, Development and Innovation, and the World Bank for the funding strategy; and, finally, iv) securing all candidacy partners' support to move further in the creation of CuLL.

CuLL creates infrastructure, allows capacity building, sustainability, integration within the university, attracting and retaining talent in Trenčín, research-teaching-research cycle, and knowledge exchange. From January 2023, CuLL will be officially launched and will be ready for the Get Set phase of the ex ante evaluation—evaluation

Programme

The CIT team was very honoured to receive positive feedback on the quality and range of proposed cultural and artistic content in the Selection Panel Final Report. It is the team's and Programme Department's priority to deliver unique, progressive, thought-provoking, and context-aware artistic projects by implementing the **Cultivating Curiosity** artistic vision and planning with outstanding artists and experts.

The vision and programme structure of **Cultivating Curiosity** proved to be a very relevant and transversally applicable concept in both local and European contexts. The strategic goal **#EuropeMatters** and related **Minds Wide Open** programme block—which focuses on safeguarding democracy, European cohesion, and human rights—further increased in importance with the ongoing conflict in Ukraine. Regarding sensitive European topics, the flagship **Sounds of Democracy** that proposed a WWII memorial site as a location will be carefully considered, and the sensitive context will be taken into account as recommended by the Selection Panel Final Report. Before making final decisions, there will be careful deliberation with the City of Trenčín and all involved stakeholders to ensure the utmost respect to the site and its history.

In the first half of 2022, the Programme Department dedicated extensive time to preparing the yearly plan of activities with budgets for 2022 and 2023, and setting up the legal and financial processes to ensure the successful implementation of the projects both in own production as well as those implemented by various partners. The Programme Department started initial phases of projects planned for 2022 immediately after establishing the CIT. Based on the Bid Book timeline, we prioritised projects to be launched in 2022, namely the capacity building programmes: **Runway Culture Professionals**, **City Reimagined**, **Garage**, and **Laboratory of Sustainable Fashion**. We also

co-design, harvesting real-world data from partner organisations, co-designing data collection methods (to complement real-world data), creating aggregated data sets (real-world data and first hand data), and ex ante dissemination. The first board meetings will take place in the first semester of 2023.

The first semester of 2023 will also be dedicated to completing the **On your Mark** tasks that were not completed due to a lack of research infrastructure, namely to organise and host the first Open Research & Innovation Group meeting, to submit ethics approval, and to start systematic literature reviews.

prioritise the setting up of collaborations and delivery plans for **Cool Interventions**, **Modernism Revisited**, and **Every Part Counts**.

Development of programmes

RUNWAY | Culture Professionals will be launched in the autumn of 2022. The programme aims to foster cultural management skills among local cultural professionals, and was co-designed with expert from Tomas Bata University in Zlín, Eva Gartnerová (CZ) with whom we have been collaborating since the candidacy phase. In late June 2022, the RUNWAY | Culture Professionals curriculum co-design workshop took place with local cultural community and Eva Gartnerová. The workshop results were integrated into the first syllabus structure.

RUNWAY | Culture Professionals was co-designed for artists and creatives with the aim to develop strategy skills—from audience development to sustainability. The one-semester course was co-designed to allow participants to perform professional tasks while attending workshops, lectures, discussions, and active learning sets. The sign-in process opened in early August and will close in late September. Twenty-five professionals will be selected by an expert panel from the CIT team and a representative of the lecturers. The selection will be based on an assessment of the entry form, which will focus on participants' motivation and the real problems of an institution or professional individual. The programme will be launched mid-October 2022.

RUNWAY | English for culture and tourism will be launched in September 2022. The free English language course has been prepared for 50 representatives of the cultural, creative, and tourism sectors. Skills that will be taught will include international networking, accompanying international partners, the preparation

of project documentation, etc. The course aims to improve English fluency and to prepare local cultural organisations for international collaboration. The course will take place annually until 2026.

Two more curriculums for capacity-building programmes are currently being created for launch in 2023—**RUNWAY Young Festival Producers** targeted at youth and students, and **RUNWAY Cultural Ambassadors** targeted at the wider public and communities.

The Garage programme aims to establish a Trenčín-specific place for creating new and underground music, drawing on Trenčín's alternative music heritage. The Garage is actually a real converted garage, and after a very successful pilot phase at the local skate park in 2021 it will “travel” across the city and local area. Mentored by main partner Pohoda Festival (SK) throughout 2022-2026, the Garage will aim to train a new generation of producers, bands, and trans-disciplinary artists, as well as other creative industry-related professionals. The space will be open to budding musicians, as well as those interested in alternative art and subcultures—sound, film, animation, design, literature, and visual creation.

In February 2022, in collaboration with Pohoda Festival we defined the criteria for the first open call. The focus was on a feasible plan and clear vision rather than having pre-defined cultural formats. The call for submissions was launched on April 14 with the deadline on May 17 2022. After closing the call, CIT and Pohoda Festival selected the application with the highest

artistic quality and production feasibility. Support offered to the winning applicant includes:

- Mentoring by Pohoda Festival and CIT;
- Workshop or masterclass from chosen professionals based on the winning applicant's needs;
- Financial support up to €1,500 to implement the project;
- Basic/professional sound, light, stage, and other technical equipment;
- Transportation of the Garage;
- Promotional support via digital tools and social media.

On May 30 2022, the winner was publicly announced via social media: Yasmine Cabanová and Marek Niejadlík. The total reach of Facebook and Instagram posts for the announcement was 5,003 people. INFO Trenčín—a newspaper with a distribution of 25,000 local households—also covered the story.

At the very beginning of the process, the new Garage care-takers took part in a capacity building workshop led by Pohoda Festival and CIT on topics such as Dramaturgy, Production, Partnership, and Hospitality. The Garage was relocated from mid-July 2022.

The multi-genre all day opening event took place on 6th of August 2022. The programme featured local visual artists Fest Art, and musicians Random Choices, JAAN and DJ Matwe, and Charms Kids playing together with the new Trenčín talent Matúš Oravec and singer Tamara Kramar. Throughout the day, 350-500 people stopped by the City Park for the event. The Facebook opening event



had 463 responses, while the total reach of Facebook and Instagram advertising for the event was 30,000 people. The majority of participants came from the city of Trenčín, with the rest from the region. The age ranged from 3 to 60 years. Up to 15 people prepared the event—three from the Pohoda Festival production team, two producers and two marketing managers from the CIT team and, of course, Yasmine and Marek who had won the running of the Garage in the open call. Eight volunteers decorated and set up the area.

The winning applicants are delivering their proposed programme from August till October 2022. Seven events are planned for the cycle, at the end of which a reflection and knowledge-exchange workshop will be organised with Pohoda Festival, CIT, and the incoming Garage care-taker.

City Reimagined is a flagship project, a multidisciplinary initiative that connects artists and designers with public space stakeholders to reclaim and recontextualise our public space, fight visual pollution, and reconnect revitalisation with artistic experiments. This project commands very high priority. In March, the Programme Department started to develop a detailed plan for 2022 and upcoming years. The first phase is an extensive mapping of the current state, subsequent categorisation of issues and stakeholders, and developing a strategy on how to approach the challenges through art. During the process's first weeks, we reviewed the budget, timeline, and individual steps that had been co-designed with the project's main partner—the Department of Architecture and Urban Planning of the City of Trenčín—with whom there are regular meetings organised.

In order to engage the public, a participative mapping activity was organised on June 25 at a popular local event—Trenčín na Korze & FestArt—that reflects the current state of public space and visual pollution. Methodology for gathering data from the general public was consulted with experts on participative planning from the Metropolitan Institute Bratislava (SK) and consisted of four categories focused on the quality of public space: spots with a significant visual pollution rate, places with poor quality of public furniture and materials in public space, barriers in public space, and good examples of visual quality of public space. 59 participants collectively identified over 190 places on the map. The main goal of the activity was to popularise the issue of quality of public space and its current condition in the city. Data from the map will serve as a basis for further development in the mapping phase of City Reimagined.

The next stage of mapping was conducted by Czech graphic and UX designer Anna Ulahelová, who started updating the photographic documentation of the current state of public space and elements of advertising in Trenčín's historic centre. The process was initiated by developing a specific methodology and researching currently available documents, and armed with that information Anna visited Trenčín in July to perform the photo documentation process. The main goal of the activity is to observe the current status of elements of advertising in the protected area of the historic centre, elements of visual pollution from the contextual and physical perspective, and adherence to regulations as defined by strategic documents. The next steps have been outlined, and will be fine-tuned based on the results delivered in late August.

The flagship project **Fiesta Bridge** aims to make an old railway bridge—an extension of the city centre with a view of the castle and historic centre—a new cultural destination for all residents and visitors by transforming it into a multigenre artistic platform comprising the bridge, a floating stage, and riverside area. These three platforms will be available to cultural professionals to stage cultural projects in 2026.

During the candidacy process, the pilot of the interactive sound installation **Beat** was performed on the old railway bridge. The work was created by local artistic collective Trakt, which invited young Trenčianske Teplice-based performer Toello to layer 16 unique tracks. The artwork responds to cooperation, belonging, and strength in unity, as an individual plays a crucial role but the whole must be created collectively. In February 2022, the Programme Department met with Trakt to review the installation, and it was subsequently adjusted to better fit the bridge's atmosphere and footfall. In the spring, the Programme Department and Trakt sought solutions on how to build on the existing work, expand the concept, and invite more artists to contribute. During the autumn, the installation will be updated to the **Bridge Sound Gallery** by the ooo collective (SK), which has a consistent body of work in sound art. This sound installation will rely on original natural sounds, and include a collaboration with an ornithologist and biologist to ensure a deep site-specific context. The intervention will have environmental-educational potential to encourage learning about birds and other species in the area. The installation will run until December 2022, after which time and until 2024 the bridge is planned to be extensively reconstructed.

Laboratory of Sustainable Fashion is a flagship project that aims to turn the Trenčín region into an unique sustainable fashion ecosystem. The comprehensive and detailed project plan is currently being co-designed with the Slovak Fashion Council (SK). The first step is to conduct an extensive mapping of the current state of cultural and creative industries (CCI) in the region, with a special focus on fashion and related industries, and then base subsequent activities on this data. The first activities for the public and communities are expected to be launched in Q4 2022.

European and international audience Activities to attract international visitors will unfold in coming years. The Programme is currently in its very early stages of development, and we're bringing a European Dimension into everything planned to ensure Trenčín 2026's international relevance. The Programme Department holds regular meetings with local cultural stakeholders to intertwine the international dimension into their existing activities in order to widen and diversify the scope of cultural options for visitors. Flagship projects are expected to become the main highlights that attract an international audience, and, so far, there is no indication of a change in the plans envisioned in the Bid Book.

The programme was reviewed by the artistic director and CIT team early in the year, with every project checked against the **six strategic goals** to ensure their contribution to the transversal vision. No major changes have been introduced at this stage, as we are very early in the implementation process. The timeline remains on track, and all projects planned to start or continue in 2022 are in various stages of progress.

European dimension

#EuropeMatters is one of the long-term strategy goals, yet the European dimension is transversal to our approach to implementing Trenčín 2026. Our priority to use the ECoC as a catalyst of change remains well grounded as we work towards 2026.

In our first eight months of activity, we have invited our pool of over 300 partners to join us in the delivery phase. We have processes to regularly update partners, and foster their engagement in programme development.

Skills for Europe Cultural Climate Courage is a platform to instil courage in communities and unleash their creative spirit. In the **Garage**, a new generation of producers and cultural professionals is being raised and are improving skills such as European cultural co-creation and operations, cultural and youth leadership, and audience development. **City Reimagined** is addressing European architectural heritage and New Urbanism for Europe. Through collaboration with European researchers and artists on the transformation of the visuality and quality of public spaces, skills such as cultural heritage appreciation and reuse, connection through space and common past, and collaborative problem solving are being fostered.

Partnerships with European Cities Continuous knowledge exchange with other ECoCs has been crucial in the first phase of Trenčín 2026's implementation. Visiting and experiencing the opening ceremonies at Novi Sad (RS), Esch-sur-Alzette (LU), and Kaunas (LT) facilitated valuable personal meetings with colleagues from other ECoCs—resulting in new connections, better mutual understanding, and more specific future plans. In autumn 2022, **ECoC Lab** will start through a series of job shadowing visits at Esch-sur-Alzette (LU) and Kaunas (LT) ECoC organisations. Košice 2013 (SK) and its legacy organisation CIKE remains one of our closest partners. In May 2022, the whole CIT team visited Košice to get a deeper understanding of Košice 2013's impact through meetings with the CIKE director and programme head, Košice 2013 legacy organisation KAIR (Košice Artists in Residence), and independent organisations such as Tabačka (SK), Cinema Úsmev (SK) and Eastern Slovak Gallery (SK). In the winter, we will start preparing a marketing campaign about artistic residencies together with KAIR.

In autumn 2022, we are preparing two events as part of the **Best of ECoC project**: Rijeka 2020 (HR) and Galway 2020 (IE) will present their projects in Trenčín. Although the original plan had been to prepare this project in 2026, we instead opted to start in 2022 to promote and demonstrate the legacy and richness of the ECoC initiative as soon as possible, and to generate strong local advocacy from the beginning of the process.

Being part of the ECoC Family has been important in finding partners to discuss implementation, gather good practice, and canvas advice. We participated in our first ECoC Family meeting in Eleusis where we enjoyed useful networking opportunities. CIT became an official member

of Culture Action Europe this summer, and we met with their representative to discuss Trenčín's cultural organisations' staff's wellbeing. With Rijeka's (HR) representative we started to plan the **Best of ECoC** project, and Eleusis will give the feedback and guidance to our planned capacity building programme. We also welcomed and participated in the Veszprém-Balaton 2023 (HU) initiative, which organises monthly ECoC family meetings.

After our nomination, we partnered with the following cities in the process of applying for ECoC: FR—Bourges, Amiens on cultural accessibility, and Reimes on artistic content and programmes; CZ—České Budějovice; PT—Aveiro, Braga on monitoring and evaluation, and Azores on reactivating rural communities; LV—Jurmala, Valmiera, and the title holder Liepaja 2027.

In addition, Oulu (FI) and Trenčín 2026 have also agreed to hold biweekly calls to coordinate our implementation plans across all departments.

CIT's artistic director and programme coordinator represented Trenčín 2026 at the prestigious Budapest Ritmo (HU) world music showcase festival, alongside Tartu 2024 (EE), Nova Gorica—Gorizia 2025 (SI/IT), American Capital of Culture's Ibagué 2022 (Colombia), ECoC candidate Brno 2028 (CZ), MOST—The bridge for Balkan music (INT), Martyna van Nieuwland—organiser of Katowice JazzArt Festival (PL) and WOMEX 2017 (INT), Timisoara 2023 (RO), Novi Sad 2022 (RS) and Veszprem Balaton 2023 (HU). They also discovered the band Sutari (PL), which CIT booked for **Europe in Trenčín**.

European Networks In January 2022, CIT became a board member of Culture Next, and joined the first in-person board meeting in Brussels to define the network's future steps. As a result CIT will initiate a working group on architecture and public space, and will host one of the network meetings in 2024. Besides becoming an official member of Culture Action Europe, CIT is also in the application process to become a member of On the Move. CIT is a member of the European Capital of Culture Volunteer Coordinators Network (EVCN), where the outreach manager regularly shares information and experience with other European cities and organisations. CIT and the City of Trenčín are also members of the ACT Now—youth network.

Over the last eight months, CIT has presented the Trenčín 2026 programme at the following events: IUVENTA Slovak Institute of Youth, Young European competition organised by Europe Direct Trenčín and Representation of the European Commission in Slovakia, the meeting of the network of Slovak castles, galleries, and museums, Urbact On stage Brno (CZ), Brno Cultural Forum (CZ), and Pecha Kucha Night České Budějovice (CZ).

European cross-border and cross-sectoral collaboration **Europe in Trenčín** was organised by CIT as a signature event to promote cultural diversity, intercultural dialogue,



слава
Україні,
Героям
слава
↓↓↓

STOP
WAR

and greater mutual understanding during **Europe Day**. A wide range of activities to spend an afternoon celebrating European values were prepared at the ODA. Army representatives welcomed the initiative and the promotion of democracy and European values at this venue. The programme started with a workshop by the organisation **Post Bellum** (SK) on decision-making and opinion statements during war periods. Workshops discussed the rise of Nazism, the Holocaust, and emigration from a survivor's perspective. The role that cities like Trenčín can play in democratic stability and promoting European values was reflected on by experts in European politics and culture—Bohunka Koklesová, rector of the Academy of Fine Arts (SK), Jana Kobzová, foreign policy adviser to the president, Robert Sermek, head of the European Parliament Office in Slovakia, and Michal Kaščák, founder of the award-winning Pohoda festival (SK), and moderated by well known Slovak writer Michal Hvorecký. The event integrated all artistic genres, including discussions with laureates of the European Union Prize for Literature—Pavol Rankov and Ján Němec.

The experiential “[f]úžn” walk was designed for Trenčín, during which visitors saw the city from a foreigner's perspective. Tunisian Kais, who has been living in Trenčín for seven years, took people to his favourite places in the city and walked them through his daily life. The evening programme comprised concerts by local, national, and international artists—CHVM (SK),

Capacity to Deliver

Political support—focus on national buy-in
Trenčín 2026 and CIT continue to receive official support from the President of Slovakia Zuzana Čaputová, the Minister of Culture Natália Milanová, the Ministry of Investments, Regional Development and Informatization, the Ministry of Defence, the Ministry of Foreign Affairs, the Government Office, the mayor of Trenčín and Trenčín Region representatives. CIT and the mayor of Trenčín have been in negotiations with ministers, and are currently planning a **Symposium Trenčín 2026—Importance of the European Capital of Culture 2026 for Slovakia** on October 13, 2022 to raise awareness of ECoC and Trenčín 2026 at the national governmental level, and kick off cross-ministry collaboration and synergy. Invited include the president of the Slovak Republic, all ministries, the Government's Office, and the chair of the Representation of the European Commission in Slovakia, alongside key stakeholders from the private and third sector.

This cross-ministerial strategy is supported by Zuzana Čaputová. CIT was honoured to be invited to the Presidential Palace for an official meeting in July, where general support and encouragement for the initiative was voiced by the president.

Infrastructure development
Immediately after being awarded the ECoC title and establishing CIT, coordination meetings were organised between CIT and representatives of the City of Trenčín

Isama Zing (SK), and Sutari (PL). A collection of visual works—a response to the beginning of the war in Ukraine—was displayed throughout the event. It was compiled by the director of **Biela noc** (SK) Zuzana Pacáková and Slovak artist Ilona Németh, who selected works by over fifty artists including Lucia Tallová, Dorota Sadovská, and Oto Hudec.

We take our civic role seriously, and we felt the need to express solidarity with Ukraine and to condemn the invasion and its atrocities by doing what we know best—bringing people together through culture. In just three days in early March 2022 CIT organised a **concert to support Ukrainians**—local businesses raised funds for the official Support for Ukraine campaign. Slovak artists performed with the director of the Ukrainian Institute, Volodymyr Sheik, who appeared virtually from Lviv. The concert was live streamed to 15 European cities (Tartu, Broumov, Kaunas, Tarnow, Nova Gorica, Veszprém, Aveiro, Eleusis, Kragujevac, Valmiera, Esch-sur-Alzette, Cluj, Oulu, Annecy, Bodø), and shared on social media (more detail in the Marketing and Communication sections p.21)

The programme **Counter Effect** will start in 2023 with European-wide research for best suitable partners. We will reevaluate all partnerships to enhance and broaden the scope and European relevance of the project, in line with the **Selection Panel Final Report** recommendation.

and Trenčín Region. Meetings were also held with the mayors of 17 Trenčín municipalities, and a strategy for the joint development of cultural infrastructure in the region was agreed—construction of new cycle paths, new accommodation capacities, and other projects specified in **Annex 4**. CIT is now opening a new position on national and international level for the development of accommodation capacities, regional green transport options, and transport, as well as general collaboration with all 17 municipalities. The position is to be filled by the beginning of 2023.

Based on a thorough analysis of the current state of infrastructure projects outlined in the Bid Book, executive working groups of managers, engineers, and architects were formed for respective projects. The progress of all projects from the Bid Book is described in detail in **Annex 4**. As part of the city's capacity building, new experts were hired for these groups. CIT organises regular monthly meetings with the City of Trenčín and Trenčín Region to interconnect infrastructural and programme activities, and mutually inform about the current development status of each infrastructural project.

The city's envisioned transformation is aligned with the six strategic goals for Trenčín 2026, and in particular contributes to **#CityMatters** and **#NatureMatters**, as all projects implement ecological and environmental solutions with a focus on synergies, intersections of new architecture, and sustainable city planning.

Unfortunately, after two long years of the pandemic and a very serious change in the global geopolitical situation, we need to confront the effects of the economic crisis as well as inflation, which is much higher than previously forecast. All these factors fundamentally impact the budget and schedule for building construction/renovation, and public space projects. There are reasonable concerns that we will have to prioritise the structure of our projects, identify the essential ones, and perhaps temporarily postpone the implementation of some smaller projects (not so integral to the programme) - all detailed information can be found in the last column of the table in **Annex 4**.

CIT is seeking additional and alternative sources of funding to complement the current budget allocation in order to offset the sudden increase in construction prices. In Slovakia (likewise across the EU) the prices of building materials have risen by an average of 30%, and other products by 400% (e.g. steel). CIT and the City of

Outreach

The CIT vision is for culture to be for everyone and anyone can contribute. During the candidacy we saw significant changes in communities from passive observers becoming active cultural producers. Our vision remains the same. We aim to create new opportunities for the widest range of citizens and stakeholders to participate and co-create Trenčín 2026's cultural programme. **#CommunityMatters** and **#PeopleMatter** are the long-term goals most significant for Outreach.

Institute for Participation Trenčín
CIT engaged with over 4,000 people across the region during the candidacy, and continues to do so through the programme and outreach tools planned in the Bid Book. The **Institute for Participation Trenčín** (IPT) is one of the most significant outreach tools. Established in July 2022, the IPT is a new municipal office administrative unit that aims to increase citizens' engagement in the processes of co-creating the city's and Trenčín 2026's cultural programmes.

In order to set up the IPT based on the needs of the City of Trenčín and the CIT, 50 employees of CIT and IPT took part in the **diagnosis** of projects, data, and tools. The **diagnosis** was conducted in collaboration with the international organisation **Participation Factory**. The **diagnosis** provided an overview of areas of experience with participatory planning, a list of activities and tools that can be used for participation, recommendations and other proposals for participatory planning, and a strategy for the IPT's functioning. The IPT will recruit one participation manager at the end of September 2022. In autumn 2022, the **Every Part Counts** project will map cultural and community places in the city as the first major collaboration between IPT and CIT.

Cultural Ambassadors
Twenty **Cultural Ambassadors** from the candidacy are still collaborating with CIT on projects such as **Garage**. A significant change from that stated in the Bid Book was the decision not to integrate the Cultural Ambassadors in the IPT. The Cultural Ambassadors will be housed in the CIT, particularly in the Outreach Department. This decision was made to improve communication and

Trenčín are also working with the Ministry of Investments, Regional Development and Informatization of the Slovak Republic (MIRDl) to find financial tools and mechanisms to reduce the impact of inflation, as well as sources of additional financing. In the support programmes and

the development plan, MIRDl offers financing options for project components related to ecology, environmental and sustainable solutions, smart solutions, etc. So designs/redesigns focus on alternative and green energy, ecological water, green roofs, smart tech for buildings and public spaces, while ruling out fossil-fuel (etc.) dependent tech.

Annex 4 shows an overview of infrastructure projects, prioritisation of their structure, and level of development.

management efficiency. The Cultural Ambassadors will still cooperate with the IPT, and their first major project will be **Every Part Counts**. The CIT goal is to involve 100 Cultural Ambassadors, who will also participate in the capacity building programme **RUNWAY Cultural Ambassadors**. The syllabus was co-created with expert from Tomas Bata University in Zlín, Eva Gartnerová (CZ). The first RUNWAY Cultural Ambassadors will be launched in 2023 with 20 Ambassadors, who will develop skills in project management, cultural production, marketing, and audience engagement. The aim is to support the Cultural Ambassadors to independently organise cultural and community events, and co-produce Trenčín 2026. In 2022, we recruited organically through our activities, but in 2023 we will launch an open call to recruit 40 new Cultural Ambassadors.

Cultivating Curiosity Volunteering Programme
Our next goal is to attract 100 **volunteers** by the end of 2022. Currently, CIT is working with the candidacy volunteers and new volunteers are joining organically in the implementation of each project. So far we have involved volunteers in the **Europe in Trenčín** and **Garage** projects. In autumn 2022, we are planning to launch an open call for volunteers, which will also be connected with the Capacity Building programme **Voluntraining**.

Involvement of local population and civil society
CIT organised various presentations, discussions, and workshops with residents and communities since the title was announced. We had three main aims: i) to share good news, raise awareness about the title and what it means to the city and the region; ii) to listen to citizen's perceptions and interests; and iii) to discuss how citizens can get involved.

We can mention, for example:
→ **Meetings with high school students** and an online discussion for youth about how they can get involved in the project with an emphasis on the **Young Festival Producers** capacity building programme and the **volunteer programme**.
→ **Presentation for Pohoda festival visitors** about

- our activities, what they can experience in Trenčín, and how to get involved.
- Presentations to 15 people with mental disabilities at **educational and rehabilitation centre**.
 - **Workshop for 25 students** on European values.
 - Presentation at the Fest Art festival and the **creation of an emotional map** with 59 visitors.
 - Exhibition and visit of **Digital Modularity** project for 40 elementary art school students and the leisure centre attendees.
 - Meeting and **workshop on capacity building programmes** for 55 cultural workers.

Urbact on Stage

During the candidacy, we participated in the Urbact on Stage Brno project together with nine other cities in Slovakia and the Czech Republic. In April 2022, we hosted the international meeting Urbact on Stage in Trenčín for 30 teachers from nine Czech and Slovak cities. In autumn 2022, six local organisations, schools, and kindergartens in the network will co-create projects with Roma children, children from foster homes, children with physical, mental and cognitive disabilities, and their parents. The project aim is to address social inclusion by involving youth with disabilities through music and culture.

School Strategy

Although COVID-19 restrictions severely hindered the CIT school strategy, students and teachers nevertheless engaged as Cultural Ambassadors and participated in

activities such as **Europe in Trenčín** and **Garage**. In the beginning of the school year 2022/2023, we will involve teachers and students through meetings and workshops. Together we will set up mechanisms to facilitate schools' participation, especially in the **Creative Partnership** and **Inventive Leadership** projects. For 2023, CIT is preparing a **Young Festival Producers**—a capacity building programme for high school students. Currently, the programme is being co-created with Eva Gartnerová (CZ) and the Art Industry Secondary School (SK), whose students will participate in the pilot education.

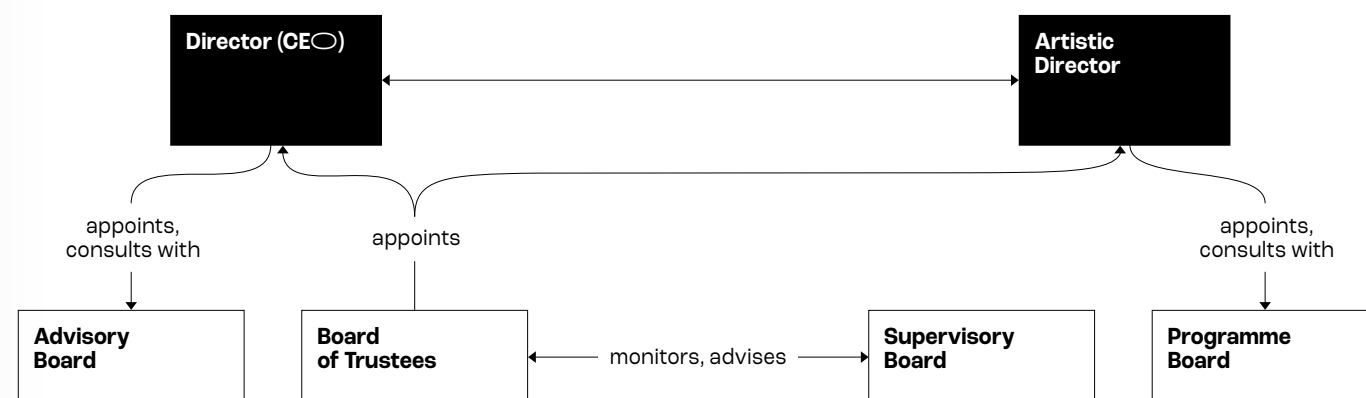
Cultivating Accessibility Plan

We created the Cultivating Accessibility Plan to fulfil our audience development strategy and support organisations to create their own. The syllabus for the Cultivating Accessibility Plan is being co-created with the Impact Foundation (PL), and will be piloted in 2023 with 10 organisations. The pilot will i) train Accessible Coordinators (cultural workers and volunteers); ii) co-design the Audience Development Strategies for cultural organisations; iii) co-create the Accessibility Checklist to be used in all events and projects, guaranteeing that our content is suitable for all participants.

Finally, as part of Cultivating Accessibility Plan volunteers will attend a three-day accessibility and audience development training course to build capacity on accessibility and make everyone feel welcome and safe.

Management

Creative Institute Trenčín Governing Diagram



Creative Institute Trenčín (CIT) has been set up according to the plans outlined in the Trenčín 2026 Bid Book and in accordance with Slovak legislation. The statutory representative of CIT is the director, who responds to the highest organ of the organisation—the Board of Trustees.

The Board of Trustees consists of nine members, listed in the Bid Book, that meet once a month. The key mission of the Board of Trustees is to monitor, support and challenge strategic choices and programme implementation. The most important tasks of the Board of Trustees are to:

- approve the non-profit organisation's budget,
- approve the annual financial statement and the annual activity and economic management report, with responsibility for managing the non-profit organisation's assets.
- ensure internal governance is effective, support CIT directors, and lobby in the interests of the non-profit organisation

The Board of Trustees is directly involved in all decisions of fundamental importance for CIT. The CIT director informs the Board of Trustees' members regularly via written and oral reports on i) the financial situation of CIT, including risk management; ii) strategic development; and iii) management development.

Yearly financial reports are audited by the Supervisory Board. The **Supervisory Board** is constituted by five members:

- 01** Peter Hošták MBA, PhD., head of the financial committee of the City of Trenčín
- 02** Bc. Tomáš Vaňo, head of the committee of culture and tourism of the City of Trenčín
- 03** Patrik Žák, B.S.B.A., vice mayor of the City of Trenčín
- 04** doc. Ing. Jozef Habánik PhD. head of the financial committee of the Trenčín Regional Government, and rector of the University of A. Dubček in Trenčín
- 05** Ing. Richard Takáč, head of the committee of education, culture, youth and sport of Trenčín Regional Government

The Supervisory Board meets twice a year—first meeting in March 2022 with the next meeting planned for October 2022. The Supervisory Board's mission with regard to CIT, is to:

- Investigate yearly accounting reports and yearly general reports and provide commentary to the Board of Trustees.
- Highlight insufficiencies to the Board of Trustees and suggest proposals for rectification.

CIT is subject to external audit by the City of Trenčín, Trenčín Regional Government, the Ministry of Culture, and the National Controlling Office. Regarding financial audit, as a non-profit organisation CIT has the obligation to have a statutory audit. The statutory audit of annual accounts in Slovakia is carried out in accordance with international auditing standards. The financial statements for 2022 will be verified for the first time by the City of Trenčín and Trenčín Regional Government administrations. However, CIT, n.o. creates a mechanism for internal audit and management review to ensure the regular monitoring of compliance with appropriate management methods and control systems which are designed to ensure the legality and regularity of transactions. CIT is governed by the Act on Financial Control and Audit No. 357/2015 Coll.

Advisory Board and **Programme Board** are informal boards and will be established as a strategic decision of the director and artistic director. Unlike the Board of Trustees and Supervisory Board, the Advisory Board and Programme Board are not legal requirements.

CITs' director is currently discussing the appointment of the first members of the Advisory Board. The mission of the Advisory Board is to provide advice and support to the CIT director in areas of organisational management, external advocacy, international development, and financial development. The director will meet separately each member of the Advisory Board, according to her needs, throughout 2022–2027. The director of CIT aims to appoint the board by the end of 2022.

The mission of the Programme Board is to provide advice,



expert opinions, and guidance to the artistic director regarding cultural and artistic content issues. The original Programme Board from the candidacy is currently being reviewed, and the revised Programme Board will be officially formed by the end of 2022.

The CIT director, artistic director and all the CIT team have a very good and supportive working relationship with both the Board of Trustees and the Supervisory Board. Furthermore, the Board of Trustees have been aligned in fostering external advocacy and lobbying to support the delivery of Trenčín 2026’s long-term goals.

CIT Team Management

Between January and April 2022, the CIT interim executive director (CEO) was Lucia Dubačová, and the interim artistic director was Lenka Kuricová. Both Lucia Dubačová and Lenka Kuricová applied for the positions in the official selection process for director and artistic director of CIT. They were recommended by the selection jury, and appointed by the Board of Trustees in April 2022. Subsequently, the CIT director appointed the members of the bidding team as the CIT delivery team.

Lucia Dubačová is an international cultural manager and curator with a focus on design innovation, digital arts, and culture. In 2016, Lucia founded the Sensorium Festival on digital arts and culture. In 2021, she led

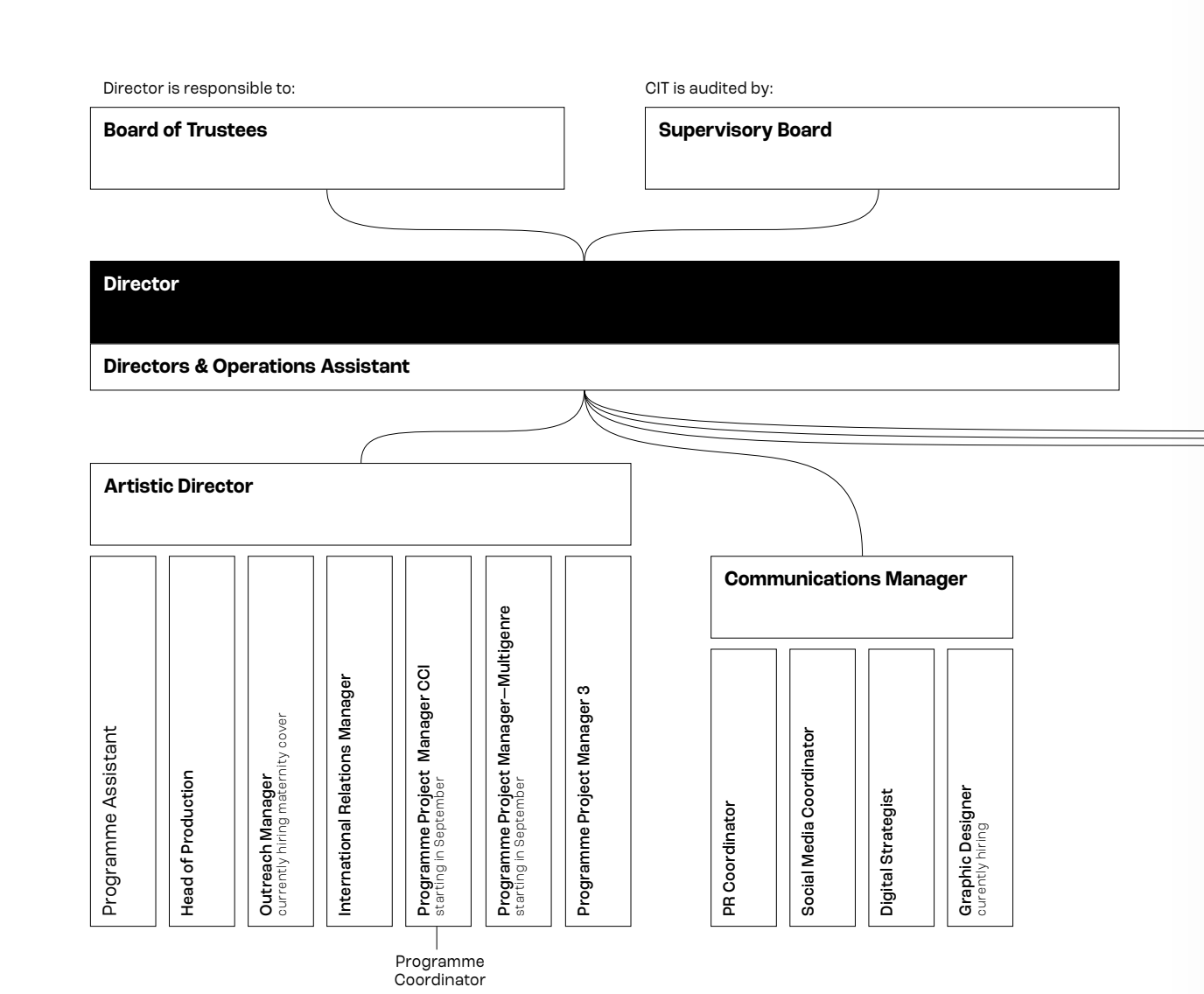
Trenčín’s successful candidacy process for the European Capital of Culture 2026. Formerly, she set up Inolab (the R&D department at the Slovak Design Center), and worked as a production manager at music and film festivals.

Lenka Kuricová successfully led the programme of the Trenčín 2026 candidacy phase. She co-founded the small creative company Pucle, and took part in international contemporary art festivals such as CologneOFF and the Venice International Art Fair.

CIT’s senior management currently comprises:

- Henrieta Crkoňová, financial manager, appointed in June 2022.
- Veronika Žák Sučanská, outreach manager, part of the bidding team
- Terézia Slezák Barčáková, international relations manager, part of the bidding team
- Zuzana Kvasnicová, head of production, part of the bidding team
- Ľuboš Ľahký, marketing manager, bidding team specialist advisor
- Dr Rafaela Neiva Ganga, monitoring manager, bidding team specialist advisor. The monitoring manager stands as an external partner to guarantee objectivity.

CIT Organisational Chart 2022



CIT is on track regarding staff recruitment as planned in the Bid Book. CIT will grow from the current 14 to 22 team members by the end of 2022. Currently, the following vacancies are to be filled in 2022:

- HR and operations manager—transformed from office manager, position aimed to support hiring processes and daily operations
- Fundraising manager position has been split into two positions:
 - Business relations manager—focusing on the private sector
 - Senior project manager—newly identified position to support all project managers in all-round project management, with a special focus on public grant and funding applications
- Programme project manager for culture and creative industries
- Programme project manager for multigenre
- Project manager for strategic projects
- Outreach manager—maternity cover for 1 year

Four more vacancies are planned to be filled in 2023 to reach the 28 team members that will act as the core implementation team, in alignment with the Bid Book. These vacancies will be opened according to needs between January–August 2023:

- Programme coordinator
- Participation and inclusion coordinator
- Volunteers manager
- Programme manager

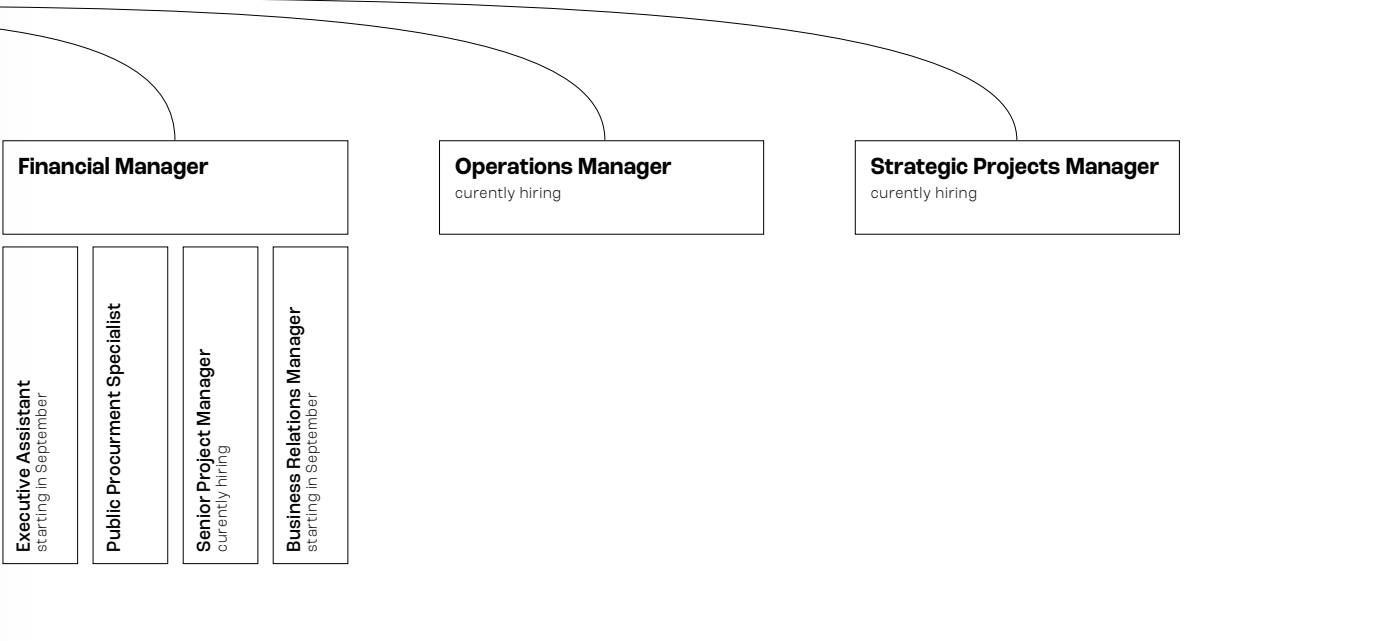
CIT’s director and financial manager have been remodelling the HR financial plan so that CIT needn’t reduce employees to meet the challenges resulting from the present economic crisis. Since staff cuts would risk the title’s quality of implementation, our strategy instead includes hiring two experts with a focus on fundraising—one for public funding and one for private funding. CIT is also supported by external providers in accountancy, legal, and translation services.

CIT internal capacity building

The CIT team is participating in the capacity-building programme ESCALATOR organised by CIKE (SK) from June to December 2022. CIT receives its main mentorship from John Fitzgerald and secondary mentorship from Paul Bogen and Birgitta Persson. The programme will provide the team with online workshops on Strategic Planning, Working Well, Financial Sustainability, Budgeting, Cash-flow, Audience Development, Profitability, Earned Income, Sales, Project Management & Time Management, Community Development, Governance, Decision Making, Team Building, and Fundraising.

Financial Projections

The CIT team together with the mayor of Trenčín have been making on-going steps to secure funding at the local, regional, national, and international levels. At all levels of financial negotiations, CIT is lobbying to raise awareness and advocacy about the importance of Trenčín 2026. The principles of co-authorship, co-delivery, and decentralisation—the pillars of our programme—have been some of the challenges to adjust Trenčín 2026’s programme to funding bodies schemes’ requirements. Another significant financial challenge has been Slovakia’s strict public procurement norms—one of the strictest in the EU—which makes it challenging, if not legally impossible for the CIT to use secured public funding in an effective manner.



Through contracts with the **City of Trenčín** and **Trenčín Regional Government** (funds from the city and region for 2022 are filled to 67%), the following have been secured:

- The Financial Contribution Contract signed between the City of Trenčín and CIT for EUR 605,400 is active from 23.02.2022; and the Financial Donation Contract for EUR 250,000 is active from 31.05.2022.
- The Financial Donation Contract for EUR 50,000 and the Financial Contribution Contract for EUR 840,000 signed between the Trenčín Regional Government and CIT are active from 27.4.2022.

Contracts with the City of Trenčín and Trenčín Regional Government will be signed on a yearly basis in alignment with their yearly budget approvals.

Since the establishment of CIT, n.o., monthly meetings with the ECoC administration of the **Ministry of Culture** have been scheduled. The contract with the Ministry of Culture is expected in autumn 2022 and to total EUR 800,000. At the February, March, and August 2022 meetings, the financial mechanisms (approved expenses, form of financial contribution, and contract) were agreed with the general director of the Institute of Cultural Policies, the Ministry of Culture, CIT's director, artistic director, the mayor of Trenčín, and the vice-mayor of Trenčín.

Simultaneously, CIT's director, the mayor of Trenčín, the vice-mayor of Trenčín, and experts on European funding at the City of Trenčín have been negotiating infrastructure budgets provided by the **Ministry of Investments and Regional Development** with the City of Trenčín and Trenčín Regional Government (infrastructure owners). An open call will be launched in the autumn of 2022 for infrastructure developers. The City of Trenčín and Trenčín Regional Government are eligible applicants.

CIT contacted the **National Office for Public Procurement** to receive guidance on contracting programme project leads, which were confirmed for the Bid Book and chosen by the ECoC jury. Its recommendation is to perform public procurement for every activity within each project planned for Trenčín 2026's Artistic and Creative Content, which will result in hundreds of public procurements. The same unofficial recommendation was given by the Ministry of Culture. CIT consulted this process with public procurement experts, who estimated that the necessary time for this amount of public procurement processes to be approximately one year for the administration alone. At the moment this is the biggest known risk for the implementation of Trenčín 2026, as the implementation team is currently at a dead end regarding working systems at the national level. The Ministry of Culture did not recommend distributing funds as a transfer to third parties—project leads—although this is not forbidden under Slovak legislation, and is general practice with some other national projects. The director of CIT raised these issues at the European Union level with the coordination of the European Capitals of Culture department, which passed the concern to the Trenčín 2026 monitoring panel members for suggestions. CIT's director and financial manager are also currently waiting for a meeting with the Ministry of Finance for further negotiations.

In July 2022, financial concerns regarding Slovak cultural workers' expenses during their trips and residencies in Finland were discussed at a meeting in Trenčín with the **Slovak ambassador in Finland** Slavomíra Mašurová.

She expressed her full support for Trenčín 2026, as well as collaboration on good financial conditions for the exchange of cultural professionals between Finland and Slovakia.

Plans for private sector funding

The Curious Company's plan of activities is being defined and will be finalised with the newly recruited manager for private sector relations by the end of 2022. The CIT director is maintaining communication with local and regional businesses, and planning the national and international strategy to be finalised and implemented from 2023. For 2022 CIT aims to launch "global" partnerships at a special event for businesses in November to support the title and brand of Trenčín 2026. Our setup process is addressing CEOs and entrepreneurs from a variety of sectors to become informal business ambassadors to represent the vision and goals of Trenčín 2026 in communication with their business partners.

European Union funding

CIT has been developing an international funding plan that is aligned with the programme timeline and hiring processes. The funding plan will be finalised and implemented by the currently opened position of the senior project manager in close collaboration with programme managers. The CIT team is paying special attention to the New European Bauhaus funding schemes, especially in connection with the implementation of **City Reimagined**.

All CIT managers are closely monitoring European funding schemes through platforms such as Creative Europe Desk and On the Move, especially Erasmus and Creative Europe. Although currently there is less than ideal capacity within the implementation team to write funding applications on the European level, CIT is entering international consortia as a partner. Together with the Oulu University of Applied Sciences (FI) and the School of Media and Performing Arts, we are preparing an application for Creative Europe with a project with the working title Folk Music and Dance Audience Development in Europe that connects to **World Music Fusions**. With Salzkammergut 2024, we are considering co-designing a capacity building programme for European politicians. CIT is also strengthening the project management and funding application composition skills of its managers and programme managers through specialised courses, internal and external coaching, and workshops.

CIT is seeking supplementary funding of EUR 1 million to add to the allocated EUR 1 million from the ECoC budget to deliver a comprehensive Monitoring and Evaluation strategy plan. CIT is receiving strong support from the **Government Office for Research, Development and Innovation** to identify suitable resources at the national level. A new open call (Transformation-Innovation Consortia Programme) was recommended by the Government Office and will be open in September 2022. CIT, University of A. Dubček in Trenčín, and Liverpool John Moores University will form a consortium to apply to this funding stream. This collaboration with the **Government Office** is currently being extended to overall ECoC implementation support on gaining access to finance and political support. In May 2022, the City of Trenčín was chosen by the **World Bank** as one of 12 municipalities in Europe to receive expert support for their network as part of the "Functional areas in the EU" programme funded by the European Commission. After work meetings between CIT and the World Bank team, the latter offered to provide one of their experts (Kerri Farnsworth)

to support CIT's funding application writing process. She will now support the funding application to the open call for the Transformation-Innovation Consortia Programme for Trenčín 2026 Monitoring and Evaluation.

In the 2014-2020 programme period, the City of Trenčín implemented and continues to implement investment projects with a total value of over EUR 28 million. Currently, CIT is preparing an Integrated Territorial Strategy for the Urban Functional Area 2021-2029, which follows on from previous projects. Between 2022 and 2029, we expect to implement projects totalling around EUR 70 million through the Integrated Territorial Investment (ITI) instrument. Negotiations are underway at the national level, and we anticipate the approval of "Programme Slovakia" and the option of CIT joining the call at the end of 2022.

Additional resources will be drawn through competitive calls at the national and European level from "Programme Slovakia" and the Urbact, Erasmus, and Creative Europe programmes, and similar.

Marketing and communication strategy

For the Marketing Department, the first months of 2022 were solely dedicated to supporting other departments in their aims due to lack of capacity to deliver and senior leadership. In June 2022, CIT overcame the initial staff challenges, and is now working strategically towards 2026.

The Marketing Department focussed on addressing the key marketing aims as stated in the Bid Book in all activities, namely:

- Communicating the importance of the ECoC initiative and European Union.
- Encouraging everyone to take part in Trenčín 2026.
- Valuing culture and the creative industry.
- Encouraging everyone to understand and celebrate European cultural diversity.
- Proudly spreading the word about Trenčín as a creative and welcoming hub.
- Thinking ecologically, inclusively, and open-mindedly.

During the transition period, we successfully engaged with two target groups as defined in the Bid Book: City and Regional Audience and National Audience with the aim to support the strategic goal of **bringing out and nourishing everyone's creative potential**. An international audience was engaged to improve our international relations and capacity to deliver. This is an area of growth with the co-creation of the International Audience Development Strategy by the end of 2022.

Main Activities in 2022

To communicate the importance of the ECoC initiative, CIT maximised media attention after the **Trenčín 2026 announcement**. We estimate that media coverage may have reached up to 1.5 million people in Slovakia, as the Trenčín 2026 selection was covered by all key national TV channels (TV Markíza, RTVS Jednotka, TA3), radio stations (Rádio Slovensko, Regina Západ,), and newspapers (ecocnews, themayor.eu, Pravda, aktualita.sk, etrend.sk, hnonline.sk, SME, ta3.com, cas.sk, Plus jeden deň, dennikn.sk, pluska.sk, tasr). We reached over 200,000 people directly on social media (Facebook and Instagram). We capitalised on initial interest to promote the project to a national audience in several follow-up in-depth interviews with Lucia Dubáčová and Lenka Kuricová for

selected high-reach media (Denník N, Rádio Devín, Trochu inak talkshow).

In March 2022, the Marketing Department covered the **Concert for Ukraine** to foster local audiences include and and open-minded thinking. We achieved over 12 media appearances, including national TV channels (TV Joj, RTVS Jednotka), radio stations (Regina Západ), and newspapers (terajsok.sk, dennik N, teraz.sk, pravda.sk, mytrencin.sme.sk, ahudba.sk, dnes24.sk). We estimate the reach to have been around 500,000 people from the national audience. More than 600 people from Trenčín and the region engaged directly on the main square to express solidarity with Ukrainians.

We celebrated European cultural diversity with the event **Europe in Trenčín** on May 9, 2022. The communication concept developed its own visual language and positioned the event as a small festival with a diverse programme that had a festive atmosphere. We achieved six media outputs in newspapers (ecocnews, teraz.sk, partyportal.sk, terajsok.sk) and nationwide radio channels (Rádio FM, Regina Západ, Devín), but the attendance could have been improved. The team identified key areas for improvement that will be addressed in future face-to-face events: timing, reach, attractiveness.

As we want to encourage everyone to take part in Trenčín 2026, we took advantage of having the biggest Slovak open-air, 30 000 attendees festival—**Pohoda**—in Trenčín, to have a hiring stage in the heart of the festival. The CIT team met many festival goers to showcase job opportunities—400 people even shared these positions as postcards with friends.

Communication strategy

In the first half of 2022, CIT published 20+ articles on the Trenčín 2026 webpage and gained +87% year-over-year page visits. Aligned with the Bid Book, CIT created monthly full page editorial content for the municipal magazine INFO, articulating the importance of the ECoC initiative, promoting upcoming events, presenting programme initiatives, and sharing new vacancies in the team. As the magazine is delivered to every household in the city, Trenčín 2026 information reaches all the city's residents. Our activity on social media (Facebook, Instagram) reached 200,000+ impressions. The Marketing Department invited more than 100 people for public meetups, and cooperated with the Programme Department to shape details of the **Runway** and **Garage** programmes to be promoted in the second half of 2022.

Marketing Strategy

We're currently in the process of developing the Marketing Strategy. It will be data-driven, and grounded on quantitative and qualitative market research to deliver valuable insights (in close collaboration with Monitoring and Evaluation). To start the process, we prepared an open call for research agencies to perform research in September 2022. Based on the findings, we will search for an external partner to redefine the current visual identity. The goal is to reflect insights, strategy, and current marketing evidence. The visual identity must be distinctive and promote high recognition value of Trenčín 2026. In October 2022, CIT will have an internal workshop to define details on key messaging towards our target-audiences. The Marketing Strategy will be released in November 2022.

Future Steps

The Marketing Department is taking into consideration the Selection Panel recommendations on keeping pace with developments in the digital sphere, and is building connections with industry experts. For example, equipment and expertize from the **Hybrid Production Lab** will enable us to produce new types of promotional content for emerging platforms (such as TikTok), and also keep our social media presence up to date with upcoming changes in major platforms.

In 2023 we will organise an open call for advertising agencies to deliver proposals on how to raise Trenčín 2026's profile across chosen audiences with one strong communication concept. We will find a technical partner and start the development of a **new website** in 2023. By 2024, CIT along with the partner **Been There Together**, agreed to co-design and co-create the **Curiosity Trenčín App** mobile app. Through digital innovation, we promote the **#PeopleMatter** pledge to reach wider audiences in Trenčín, Slovakia, and Europe.

Milestones

(plans for rest of 2022-2024)

Long-term Strategy and Management	Rest of 2022	Raise team capacity to 22–24 team members.
		Launch Curious Company programme—run event for businesses to launch general partnerships.
		Run mini-conference for ministries and national authorities to inform and engage.
		Set up CuLL with TnUAD, support hiring of its director and first employees.
		Appoint the advisory board.
	2023	Raise team capacity to up to 28 team members.
		Develop Curious Company programme—open up specialised partnerships.
		Apply for UNESCO City of Design title.
		Launch Trenčín Creative and Green Network with 18 Trenčín municipalities.
		Apply for Visegrad Fund and launch pilot architecture residencies.
	2024	Raise team capacity to up to 34 team members.
		Trenčín Creative Cluster formally established.
		Most cultural organisations in the Trenčín Region adopt Green Cultural Production Guidelines as their internal policy.
		Majority of Trenčín region municipalities are members of the Green Creative Network.

Programme	Rest of 2022	Completion of the first Garage programme cycle and setting for 2023 based on data.
		Update of the installation on Fiesta Bridge .
		Completion of public space, visual pollution and stakeholders analysis, and classification with photo documentation for the City Reimagined programme.
		New City Curator position opened at the Department of Urban Planning and Architecture Trenčín connected to the City Reimagined programme.
		Launch of the first semester of RUNWAY I Cultural Professionals .
		Completion of full-scale project plan for the Laboratory of Sustainable Fashion programme, and subsequent launch of the first activities.
		Completion of full-scale project plan for the Every Part Counts programme, and subsequent launch of the first activities with the Institute for Participation .
	2023	Launch of the first semester of RUNWAY Cultural Ambassadors
		Launch of the first semester of RUNWAY Young Festival Producers .
		Launch of the first semester of Voluntraining .
		Launch consortium of leads from architectural cluster programmes starting with Modernism Revisited , Cool Interventions and Public Escapades .
		Launch of the New Generation of Creative Leaders programme.
		Launch of the Destination All-Inclusive programme.
		Launch of the Within the Sound programme.
		Launch of the Counter Effect programme.
		Launch of the Design Bedrock programme.

Programme	2024	Launch of the Green Line programme.
		Launch of the Aqua Vitae programme.
		Launch of the Sensitively on Brutalism programme.
		Launch of the Rooted in Trenčín programme.
		International open call for architectural and public art interventions for the City Reimagined programme.
		Launch of pilot performances for the Trenčín-All-Theatre programme.
		Launch of capacity building of the Tuning the City programme.
		Launch of pilot activities for the Festival of Illusions programme.
		Launch of the Progress Boost programme.
		Launch of the Film Festival of Inclusivity School Edition programme.
		Launch of the Generations Together programme.
		Launch of the Fair Play programme.
		Launch of the Art&Science&Curiosity Festival programme.
		Launch of the mid-term exhibition for the Global Equality and Hospitality programme.
		Launch of concept phase of the Waiting Places programme in collaboration with IPT.
		Launch of the Merino Monument programme.

European Dimension	Rest of 2022	Free English language courses for 50 representatives of the cultural scene and tourism sector.
		Veszprém ECoC family meeting.
		The Best of ECoCs with Rijeka and Galway.
		2 study visits and job shadowings by members of CIT.
		Restart of the programme of European ambassadors.
	2023	Free English language courses for 50 representatives of the cultural scene and tourism sector.
		Subsidising network membership fees for at least 8 organisations Culture Shuttle—study visits of cultural operators from the city to three European cities per year to learn from their experience and develop partnerships
		The Best of ECoCs at least 2 times/year.
		2 study visits and job shadowings by members of CIT.
		Organising ECoC Lab conference—merging European Capitals 10 representatives of most recent European capitals.
		Organising European cities partnership building forum with twin cities.
		Organising annual ECoC workshop.
		Strategic cooperation with KAIR to develop TrenAiR.
		City Reimagined: New European Bauhaus—Public Space Perspectives.
	2024	Free English language courses for 50 representatives of the cultural scene and tourism sector.
		Subsidising network membership fees for at least 8 organisations Culture Shuttle—study visits of cultural operators from the city to three European cities per year to learn from their experience and develop partnerships.
		The Best of ECoCs at least 2 times/year.
		2 study visits and job shadowings by members of CIT.
		Organising ECoC Lab conference—merging European Capitals 10 representatives of most recent European capitals.
		Organising European cities partnership building forum hosting 10 European cities.
		Organising annual ECoC workshop.
		Strategic cooperation with KAIR to develop TrenAiR.
		Sensitively on Brutalism conference.
		Art&Science&Curiosity Festival: Cultivating Curiosity TEDx.
		City Reimagined: New European Bauhaus—Public Space Perspectives.

Outreach	Rest of 2022	20 Cultural Ambassadors.
		100 volunteers.
		Preparing Cultivating Accessibility Plan.
		Preparing a participatory budget and communicating with schools.
	2023	40 Cultural Ambassadors.
		200 volunteers.
		10 organisations to participate in the Cultivating Accessibility Plan.
		Creation of participatory budget for all primary schools in Trenčín.
	2024	60 Cultural Ambassadors.
		300 volunteers.
		20 organisations to participate in the Cultivating Accessibility Plan.

Marketing and Communication	Rest of 2022	Conduct market research and set up baseline data for Trenčín image development monitoring.
		Coherent marketing strategy developed based on research outputs.
		Marketing team processes and roles defined and missing capacity backfilled.
	2023	Implement marketing action plan for the whole year reflecting developed strategy and reviewed activities from the Bid Book.
		New/updated visual identity implemented in all existing touchpoints.
		Main communication concept developed with ad agency.
	2024	First broad reach campaign launched focused on building general awareness of Trenčín2026 across all 3 target audiences.
		New trencin2026.sk website developed and launched.
		Curiosity app created in cooperation with Been There Together.

Financial Management	Rest of 2022	EUR 600,000 approved for CIT by the City of Trenčín Council.
		EUR 600,000 approved for CIT by the Trenčín Regional Government Council.
		Design and agree on working financial systems on a national level, especially for the implementation of Artistic and Creative content.
		Recruit 3-8 ambassadors from CCI and business sectors.
	2023	EUR 800,000 secured from the national budget through the Ministry of Culture for the CIT 2023 budget.
		EUR 3,800,000 budget approved for CIT by the Board of Trustees.
		EUR 1,900,000 approved by the Ministry of Culture for CIT's 2024 budget.
		Fundraise EUR 800,000 from the private sector.
	2024	EUR 100,000 fundraised through public schemes.
		EUR 100,000 through sponsorship.
		Fundraise EUR 500,000 from the private sector.

Infrastructure	Rest of 2022	Construction completion and approval: Cultural Centre—Hviezda (construction part).
		Construction completion and approval: Marie Turkovej—Public Space.
		Valid land-use decision for the following buildings, structures and projects: Fiesta Bridge, Pedestr. zone Hviezdoslavova, Studio + Hviezdodvor (structure and public space), 1.may street—public space, St. Anna square—public space, Alluvium footbridge + park.
		Valid building permit for the following buildings, structures and projects: Pedestrian zone Hviezdoslavova (part 1, 2) Cycling infrastructure (planned parts in 2022).
		Traffic infrastructure: new public transport bus carrier—replacement of buses with ecological and accessible ones.
		Capacity building: hiring new experts to the team of architects and engineers of the city (design and architecture expertise).
		Architectural competition, Bidding phase and tender for CC Dlhé Hony Finished Architectural Study.
	2023	Construction completion and approval: Gastro Centre.
		Construction completion and approval: Čachtice Dražkovič manor house—Museum.
		Construction completion and approval of public space projects: Považská, Pádivec, Opávia.
		Valid building permit for the following structures and projects and start of construction.
		Continuation of construction of cycling infrastructure (City and the Region).
		Continuation of construction of Synagogue, Gallery of MAB, Maker Space of Uni of Trenčín.
		Technological equipment of CC Hviezda + the opening of a cultural centre and the establishment of a hybrid LAB.
		Capacity building: - hiring new people to the team of CC Hviezda - hiring new experts to the team of engineers of the City (construction supervision expertise).
	2024	Construction completion and approval of reconstructions: Synagogue, Gallery of MAB.
		Construction completion and approval: Maker Space of University of A. Dubček in Trenčín.
		Construction completion and approval of public spaces: St. Anna square, 1.may street, Alluvium—park and public Space, ODA.
		Construction completion and approval: Studio, Container Theatre and Hviezdodvor.
		Technological equipment of Studio, Cont. Theatre, Synagogue, ODA.
		Continuation of construction of Hviezdoslavova Street, Fiesta Bridge and Dlhé Hony.
		Continuation of construction of cycling infrastructure (City and the Region).
		Design and preparatory architectural works for Trenčín Si Ty—riverbanks, workshops, residences, architectural competitions.

Monitoring & Evaluation	Rest of 2022 (On Your Marks)	Trenčín Cultural Living Lab (CuLL) Steering Group formation.
		CuLL creation with the University of A. Dubček in Trenčín.
		CuLL Recruitment process (1 director, and 3 post-doctoral research fellows).
		External funding applications (Transformation-Innovation Consortia Programme).
	2023 (Get Set)	CuLL officially launched.
		CuLL accreditation by the European Network of Living Labs (ENoLL).
		CuLL staff ENoLL Capacity Building Programme.
		Ex ante evaluation co-design.
		Applications for external research funding and attracting additional funding.
		Open Research & Innovation Group constitution and first meeting.
		Ethics approval/data sharing agreement with regional and national organisations.
		Harvest real-world data from partner organisations.
		Systematic literature reviews.
		Co-design data collection methods (to complement real-world data).
		Create aggregated data sets (real-world data and first hand data).
		Ex ante dissemination.
		Meetings of the Scientific Board, International Board, and Civic Board.
	2024 (Go)	Data collection and analysis.
		Baseline data sets.
		Ex ante dissemination.
		Second Monitoring report.

Impressum

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1. Programme list—Annex

List of all projects included in the Bid Book and their current status.

Area of the Programme		Title	Short Description	Level of Development	Timeline	Partners Involved	European Dimension	Budget	
Strand: Common Ground / Block: Rooted in Nature	S1	Block1	Green Line	Green Line project will comprise 10 artworks in Trenčín's public spaces and natural surroundings in response to contemporary climate crisis issues	not commenced	2024–2026	SK: Crafting plastics, Priatel'ia zeme, Nadácia Cvernovka , Cyklokuchyňa, OZ Človek za klímu INT: MAP–Make Art with Purpose (USA), Translocal Institute for Contemporary Art (GB), Bodø 2024 (NO) Additional artists: Oliver Ressler (AT), Tamás Kaszás (HU), Cecylia Malik (PL), Assemblé Studio (GB), Katarína Klusova (SK)	connecting European climate and biodiversity-focused artists with activist communities in highlighting climate scenarios.	300 000
	S1	Block1	Aqua Vitae	Aqua Vitae is a large-scale visual art project about water, mineral springs, spa springs and wetlands.	not commenced	2024–2026	SK: Slovak National Gallery, Center of environmental activities, Flashart, KAIR, Euractiv, Slovak Water Management Company INT: Savonlinna (FI), Academy of Fine Arts in Warsaw (PL), Studio Trisorio, Naples (IT), Urbonas Studio (EU), Institutes, Salzkammergut 2024 (AT), Faro 2027 (PT), Novi Sad 2023 (RS), Veszprém 2023 (HU), Esch-sur-Alzette (LU), University of Louisiana–Lafayette (US), Oxford University (GB), EcoAlbania (AL)	collaboration of international artists with water system experts in search of pollution solutions for Europe's city rivers.	200 000
	S1	Block1	Rural Fermentations	Rural Fermentations involves local communities across the region in reinventing food ecosystems, traditions in agriculture on the intersection with art and culture.	not commenced	2025–2026	INT: Tranzit.ro/ The Station (RO), Knockvologan Studios (GB), Green Art Lab Alliance (EU)	reinstating the rural as the home of multiplicity of European cultures and natures.	150 000
	S1	Block1	Creative Wellbeing	Trenčín region will connect and activate other European spa hubs to work together towards sustainable solutions, inclusive partnerships, and holistic thinking around health and culture.	not commenced	2025–2026	SK: Bojnice INT: Jurmala (LV), Braga 2027 (PT)	connecting European spa cities through a contemporary programme of offers and joint activities to increase Europeans' wellbeing.	60 000
	S1	Block1	Splanekor 2.0	DIY boat racing event reviving an old tradition of rafting on the river Vah focused on crafts, creativity and sustainability.	not commenced	2025–2026	INT: Squirrel (PL), Salzkammergut 2024 (AT), Faro 2027 (PT)	the project will be promoted internationally in collaboration with Oulu 2026, which will send a team to join the watery festivities in Trenčín	100 000
	S1	Block1	Within the Sound	Project focused on deep listening and rediscovering hidden natural treasures will reconnect audiences with ecosystems via sonic interventions.	not commenced	2023-2026	SK: JAMA, MAPPA, Slovak National Gallery, INT: Institute of Sonology (NL), Bodø 2024 (NO)	celebrating urban nature areas through European sonic artists and their connection with citizens to raise biodiversity awareness.	65 000
	S1	Block1	Cool Interventions	Cool Interventions strives to reverse the local overheating of urban space with innovative design, art and architectural solutions.	kick-off project "Digital Modularity" (August 2021)	2021–2026	NT: c/o now (DE), Seventeen playgrounds (NL)	initiating a joint international New European Bauhaus programme in collaboration with digital architects, landscape designers, and urban/rural communities through modularly connected artistic interventions.	200 000
	S1	Block1	Climate Sensing	Climate Sensing focuses on understanding of climate change and is targeted towards engaging children and families through immersive happenings, sound walks, and multi-dimensional shows exploring the future.	not commenced	2026	SK: A.Dubček University of Trenčín, CEA, OZ Človek za klímu INT: Oulu 2026 (FI)	promoting European Green Deal goals by digital artists.	200 000

Area of the Programme			Title	Short Description	Level of Development	Timeline	Partners Involved	European Dimension	Budget
Strand: Common Ground / Block: Heritage Rediscovered	S1	Block2	City Reimagined	Multidisciplinary initiative focused on visual pollution and quality of our public space.	initial research and mapping	2021—2026	SK: Slovak University of Technology in Bratislava—The Faculty of Architecture and Design, Trnava—public space curator Adrián Kobetič, Reč mesta INT: IPR (CZ), Annecy (FR), Tarnow (PL), Kragujevac (RS), Pestuj prostor (CZ), Adfree Cities—Add block Bristol (GB), Retailoko (CZ), Fundacja Palma (PL), DELETE! (AT), Timisoara 2023 (RO), Olomouc (CZ)	collaboration of European researchers and artists on the transformation of the visibility and quality of public spaces, especially in post-socialist countries.	500 000
	S1	Block2	Modernism Revisited	Modernism Revisited explores 20th century architectural heritage, its contemporary relevance and current architectural movements. It will reflect on environmental sustainability, innovation, inclusivity, and design as proposed by the New European Bauhaus initiative.	not commenced	2023—2026	Depo 2015 Pilsen, Contemporary Architecture Centre Budapest, Villa Decius Association Krakow (PL), Tallinn Biennale of Architecture, Maison de l'Allemagne de Brest and Alvar Aalto Foundation, SK: Čierne Diery, DataLab, Abandoned (re)creation, Trenčianske Teplice, Department of Urbanism at Faculty of Architecture STU, Faculty of Architecture and Design STU, Archiméra, Register of Modern Architecture, Archtung, Spolka, Archi_túry, Department of architecture at the Institute of History of the SAS INT: Kaunas 2022 (LT), Museum of Architecture Wrocław (PL), CAMP Praha (CZ), IPR Praha (CZ), UMPRUM A3 studio architecture (CZ), DOCOMOMO (PT), Deutsches Architektur Museum, Frankfurt (DE), University of Applied Arts Frankfurt (DE), Architekturzentrum Wien (AT), KEK architekti (HU), Maison de l'Allemagne de Brest (FR), TU Dresden (DE), Université de Bretagne Occidentale (FR), Triennale Brugge (BE), Tallinn Biennale (EE), Skopje 2028 (MK)	rediscovering the value of modernist and brutalist architecture with contemporary tools.	250 000
	S1	Block2	GMAB CAT	Unused underground space in the Gallery of M.A.Bazovsky will be reconstructed and will become a new space for architecture exhibitions, events and research projects.	not commenced	2025—2026	Centrum Architektury in Warsaw (PL), Estonian Centre for Architecture, SK: Čierne Diery, DataLab, Abandoned (re)creation, Trenčianske Teplice, Department of Urbanism at Faculty of Architecture STU, Faculty of Architecture and Design STU, Archiméra, Register of Modern Architecture, Archtung, Spolka, Archi_túry, Department of architecture at the Institute of History of the SAS INT: Kaunas 2022 (LT), Museum of Architecture Wrocław (PL), CAMP Praha (CZ), IPR Praha (CZ), UMPRUM A3 studio architecture (CZ), DOCOMOMO (PT), Deutsches Architektur Museum, Frankfurt (DE), University of Applied Arts Frankfurt (DE), Architekturzentrum Wien (AT), KEK architekti (HU), Maison de l'Allemagne de Brest (FR), TU Dresden (DE), Université de Bretagne Occidentale (FR), Triennale Brugge (BE), Tallinn Biennale (EE), Skopje 2028 (MK)	CAT will contribute to the European architectural centres network, and provide on-going curatorial opportunities for international curators with a view to developing long-term collaborations.	100 000
	S1	Block2	Sensitively on Brutalism	This project explores late modern and brutalist architectural heritage in Trenčín region and Europe through street culture, urban life, and contemporary art.	not commenced	2024—2026	SK: Čierne Diery, DataLab, Abandoned (re)creation, Trenčianske Teplice, Department of Urbanism at Faculty of Architecture STU, Faculty of Architecture and Design STU, Archiméra, Register of Modern Architecture, Archtung, Spolka, Archi_túry, Department of architecture at the Institute of History of the SAS INT: Kaunas 2022 (LT), Museum of Architecture Wrocław (PL), CAMP Praha (CZ), IPR Praha (CZ), UMPRUM A3 studio architecture (CZ), DOCOMOMO (PT), Deutsches Architektur Museum, Frankfurt (DE), University of Applied Arts Frankfurt (DE), Architekturzentrum Wien (AT), KEK architekti (HU), Maison de l'Allemagne de Brest (FR), TU Dresden (DE), Université de Bretagne Occidentale (FR), Triennale Brugge (BE), Tallinn Biennale (EE), Skopje 2028 (MK)	"connecting brutalist architecture in a new European cultural route and reflecting on late-modern architecture in many European countries, including House of Army ODA."	200 000
	S1	Block2							

Area of the Programme			Title	Short Description	Level of Development	Timeline	Partners Involved	European Dimension	Budget
Strand: Common Ground / Block: Heritage Rediscovered									
S1	Block2	Counter Effect		Counter Effect will focus on the army's influence on cultural movements—specifically the punk underground scene in the early 1980s that shaped the city's musical and festival culture.	not commenced	2023–2026	SK: STRATPOL, Pohoda festival, Institute for Sociology of SAS, FilmEurope Media Company INT: Kaunas 2022, Bulgarian Sociological Association (BG)	celebrating European cultural underground movements which originated in protest against the military presence in European countries.	150 000
				Underneath the Arches project is about an innovative dialogue between local archaeology, existing cultural heritage, and international contemporary art.	not commenced	2026	SK: Istituto Italiano di Cultura Bratislava INT: Accademia di Belle Arti, Naples (IT), Associazione VerginiSanità (IT), Green Art Gallery Dubai (AE), Fondazione Morra (IT), Aubury's (GB)	sharing significant discoveries about European archeology with archaeological newbies, and to celebrate UNESCO heritage.	75 000
				Literature and film project focused on Urban legends, iconic figures, regional stereotypes, and history-changing moments.	not commenced	2026	SK: Academy of Art Banská Bystrica, Festival Azyl, Filmarina, Letný filmový festival 4 živly, Film Europe INT: Subjective Editions (CO/ES/NL/LT), Short Story Festival Wroclaw (PL)	connecting storytellers of forgotten European narratives and the search for a new identity.	70 000
				Two-year exhibition of visual arts that will present the work of the city's young artists that currently live abroad.	not commenced	2024–2026	SK: Slovak institutes in Europe, Toto je galéria, Slovak National Gallery, AICA, Apart Bratislava INT: Tartu Art Museum (EE), AiR 351 (PT)	rediscovering exceptional Trenčín talents who have impacted the European visual art scene.	120 000
				The project aims to celebrate Jewish heritage, Yiddish language and culture, and promote contemporary Jewish arts.	not commenced	2026	INT: The European Association for the Preservation and Promotion of Jewish Culture and Heritage (EU), Tarnow (PL), Artivist Lab (CZ)	citizens rediscover and celebrate yiddish culture and material heritage, and its influence on the present city and identity.	150 000
S1	Block2	Biennale of Contemporary Jewish Art							
S2	Block1	Fiesta Bridge		The Fiesta Bridge will turn into an multigenre artistic platform comprising the body of the bridge, a floating stage and its riverside surroundings.	ongoing	2021–2026	"SK: TRAKT, Priestor, Trenčín na Korze, Nová Cvernovka, Hala, Academy of Fine Arts and Design in Bratislava INT: Mota Museum of Transitory Art (SI), Gallery Bel Art (RS)"	interdisciplinary artistic platform for collaborations between a wide range of European cultural organisations and institutions, producing events that will attract wide European audiences.	650 000
				TAT is twelve site specific dance and theatre performances developed with the international Contemporary Dance Association under the curatorship of Petra Fornayová, leader of contemporary choreography, dance and theatre in Slovakia.	not commenced	2024–2025	INT: Olive Bieringa a Otto Ramstadt (NO, NZ, AU) Additional artists: Pulsar—Ján Malík (CZ), Mirjam Soegner (DE/AT), Silvia Svíteková (SK), Martin Hodoň (SK), Zdenka Svíteková (SK/NO), Júlia Rázusová (SK),), Petra Fornayová (SK)), Peter Mazalán (SK), Soňa Kúdelová (SK), Jana Tereková (FR/SK), Jana Smokoňová (SK), Jozef Vlk / Stanislava Vlčeková / Debris company (SK), Marko Popovic (SRB/ SK), CocoonDance (DE)	"inviting stellar world performance talent to co-create joy in an inclusive movement celebration popular across Europe. Platform for a European dialogue on the reinvention of theatre."	350 000
				Experimental musical happening aims to involve as many citizens as possible in an organised musical spectacle.	not commenced	2024–2026	SK: JAMA, VENI Academy, InMusic, ISCM, Superar INT: Kragujevac (RS), Veszprém 2023 (HU)	cooperation with Kragujevac and Veszprém 2023	300 000
				The castle will host a new programme that is interactive, innovative, and informative. Dedicated to reinterpretation of material heritage this project will attribute new cultural functions using modern technology.	not commenced	2026		"mapping and connecting the most progressive European castles to share best practices in the innovative showcasing of cultural heritage and audience development."	350 000
S2	Block1	Castle Contemporary							
Strand: Play Ground / Block: Urban Bloom									
S2	Block1	Tuning the city							
S2	Block1	TAT							
S2	Block1								

Area of the Programme			Title	Short Description	Level of Development	Timeline	Partners Involved	European Dimension	Budget
Strand: Play Ground / Block: Urban Bloom									
S2	Block1	New New Music		A series of concerts in unusual venues across Trenčín focused on experimental, improvised and contemporary world classical music	not commenced	2025–2026	SK: Next Festival, Proto Sites, JAMA, VENI, InMusic, ISCM, Faculty of Arts of the Technical University of Košice INT: Smallforms.org (AT) Additional artists: cVtol.cc / Orchestr Berg (CZ), Eva Priečková (SK), Liza Gennart (SK), Lenka Novosedlíková (SK), Urban Hudák (SK), Yiorgis Sakellariou (GR/LT)	involving leading European classical and experimental musicians in site-specific collaborations.	150 000
				A series of four high-quality outdoor events, including street theatre, contemporary and social circus, and humorous site-specific performances, with an emphasis on marginalized groups' inclusion and involvement.	not commenced	2025–2026	SK: Divadlo bez domova, City Theatre Trenčín Additional artists: Ilona Jäntti (FI), Système Paprika (FR)	European circus performers will involve marginalised groups in performances with citizens, particularly those in the peripheries.	270 000
				Public Escapades introduces various-scale architectural urban interventions-pavilions and installations to create so needed playful spots in public space	not commenced	2024–2026	SK: Spolka, Platforma Architektky, Tvory mesta, Metropolitan institute Bratislava INT: SmallSCALEproject (BIH), Urban Room Folkestone (GB), Oulu 2026 (FI), ZKU Berlin (DE), MM cité (CZ), Braga 2027 (PT) Additional artists: Tobias Foged Permin (DK), Matej Gavula (SK)	international open calls will be organized to fill pavilions—e.g. contemporary and urban dancers People doing moves. The Public Escapades path will also be enriched by collaboration with Swedish digital artist Hakan Libdo	220 000
				15 intimate music events around the city aim to bring folk music into a new context and engage wider audiences. Our partner Konvergencie (SK) will introduce the precious and less known music of minorities, combining music of Roma people, Jewish, Rusyns and contemporary experimental and electronic music genres.	not commenced	2026	SK: Tanečný dom, Žudro—Jana Belišová INT: Erasmo Treglia (IT), Balazs Weyer (HU), Albert Hosp (AT), Matera 2019 (IT), Bojan Djordjevic:Todo Mundo Festival (RS), Martyna Markowska (PL), Silvia Winkler: Winkler-Arts, Fonó Budai Zeneház (HU), Peter Van Rompaey—Muziekpubliek (DE) Additional artists: Enlisa (SK)	citizens learn about multicultural influences on our folklore culture, something typical of all European cities and communities.	120 000
S2	Block1	World Music Fusions							
S2	Block1	Festival of Ilusions		A festival of new and digital media art and intermedia performances, and transform schools, playgrounds, and squares into digitally shape-shifting interdisciplinary venues to inspire younger generations. It will include interactive installations, luminography, large scale video mapping, and video art.	not commenced	2024–2026	SK: Technical University of Košice, High School of Applied Art in Trenčín, CIKE, Department of Intermedia and Digital Media of Academy of Arts Banská Bystrica INT: TAVA Tartu in light (EE), Festival of Lights Lyon (FR), Signal festival Prague (CZ)	cooperation with Beast Festival in Porto (video mapping workshop). Large scale public digital interventions will enrich the festival experience with kinetic sculpture, working with AI and gaming by Varvara&Mar (EE/ES), light artist Philipp Frank (FR) will cover the city into hypnotic projection mapping. Artists will be selected via an international open call, which will be curated in close collaboration with Timisoara 2023, Tartu 2024, Nova Gorica 2025.	300 000
S2	Block1								

Area of the Programme			Title	Short Description	Level of Development	Timeline	Partners Involved	European Dimension	Budget
Strand: Play Ground / Block: Fields Redesigned	S2	Block2	Lab. of Sustainable Fashion	Trenčín will strive to become an example for hundreds of European cities of similar scale in creating a responsible, independent and sustainable fashion city, joining the idea of New European Bauhaus calling for beautiful, sustainable and inclusive forms of living.	initial phase of planning—leading organization Slovak Fashion Council	2022—2026	SK: Slovak Design Centre, VŠVU-AFAD, Slovak Global Network, Šperkstreet, Slovak National Gallery INT: AFA (AT), Fashion Scout (GB), Muriel Piaser (FR), ASVOFF—film festival (FR), NotJustALabel (GB), Biofabricate (USA)	cooperation with CONTEXTILE —Contemporary Textile Art Biennial in Guimarães during 2026. We have already started this collaboration when Claudia Melo, the artistic director, was one of the speakers at the Art in Public Space Conference. With Oulu 2026's Tomorrow's Wardrobe project we will explore experimental costume design.	500 000
	S2	Block2	Design Bedrock	Design Bedrock will be a new online entrepreneurial platform and brick-and-mortar design store. It will have exhibition space for creative producers and designers with a focus on sustainable design production.	not commenced	2023—2026	SK: CIKE, Čerstvé ovocie, Midl, n.o., crafting plastics! INT: Kaunas Design festival (LT), Zlín (CZ), Valletta Design Cluster (MT)	creating synergy of European designers in one creative economy that focuses on sustainability.	300 000
	S2	Block2	Matter of Glass	The project aims to revive the tradition of glassworks in the regional city Lednické Rovne in collaboration with the association SK-LLO, founded by Patrik Illo.	not commenced	2025—2026	SK: Flowers for Slovakia, FunGlass—Centre for Functional and Surface Functionalized Glass, Lednické Rovne, Glass Department AFAD Bratislava, Institute of Design FAD STU Bratislava, Institute of Design TU Zvolen, Institute of Design TU Košice INT: Michelangelo Foundation (CH)	co-inventing new, sustainable materials by European scientists, designers and artists.	150 000
	S2	Block2	Merino Monument	Trenčín-born Sweden-based curator Rado Ištok designed an artistic and educational project about sheep wool and its processing, which played an important economic role across Europe. The project will explore the relationship between sheep herding and the rural landscape, weaving and industrialisation, and between textile design and manufacturing.	not commenced	2024—2026	INT: Nida Art Colony (LT), Mirror Institute (SE), Broumov 2028 (CZ) Additional artists: Lodovica Guarnieri (IT), Nadia El Hakim (FR), Livia Rášová (SK), Jana Gombíková (SK)	re-connecting Europe's wool industry and wirecraft communities.	70 000
	S2	Block2	Rewiring the World	Building on the Trenčín region's historic legacy of wire craft and the current cable, ropes and wiring systems produced, the project will invite international contemporary artists to "rewire" existing as well as lost connections between past and present, and between Trenčín and the world.	not commenced	2026	INT: Mad'in Europe (BE)	re-connecting Europe's wool industry and wirecraft communities.	70 000
	S2	Block2	Trenčín Literature Fair	An annual event will celebrate literature in all its contemporary forms with all things book related, such as illustration, typography, graphic design, book design, sustainable production and translations.	not commenced	2025—2026	INT: Libreria Giannino Stoppani (IT), Tartu 2024—1984/2024 Literary Festival (EE), Portuguese Institute in Bratislava (PT) Additional artists: Katarína Kucbelová (SK), Ivana Gibová (SK), Olga Grjasnowa (AZ/DE), Petr Borkovec (CZ)	will engage international publishing houses and authors, will connect with ECOOCs, presenting the authors and literature related projects, such as Kaunas Literature week. International partners such as Short Story Festival Wrocław, Krokodil (RS) presenting leading European authors such as Emese Rajsli (RS), Julia Sherwood (GB) and Grazia Gotti (IT). The event will be a opportunity to open the new European wing of Trenčín's library.	200 000

Area of the Programme			Title	Short Description	Level of Development	Timeline	Partners Involved	European Dimension	Budget
Strand: Play Ground / Block: Fields Redesigned	S2	Block2	Garage	The Garage project is about establishing a Trenčín-specific place for new and underground music creation, drawing on Trenčín's alternative background and giving Trenčín's youth the opportunity to musically explore and express themselves. The Garage will actually be a real converted garage that will "travel" across the city and local area.	ongoing	2021—2026	SK: Gympelrock, Priestor, Slovak Institutes INT: Veszprém 2023 (HU), Faro 2027 (PT), Salzkammergut 2024 (AT)	building skills of youth to imagine and create their future Europe.	120 000
	S2	Block2	New Generations of Creative Leaders	This initiative will transform students' experiences of schooling in Trenčín, and provide an opportunity to be imaginative, inventive and inquisitive.	not commenced	2023—2026	SK: Voices, I AMbitious, PUCLE, Growni INT: MEDIADESIGN HOCHSCHULE (MD.H) München (DE), ENGGame Academy (HU), Thor Magnusson (IS/GB)	Creative Partnerships programme led by T-Tudok (HU)	300 000
	S2	Block2	Mesh & Echoes	Mesh will be an attractive multimedia space equipped with an immersive projection paired with 3D sound and motion capture technology.	not commenced	2026	INT: NODE (EU), Signal festival (CZ), Keroxen (ES), klingklangklong (DE)	international open calls for four participating artists.	100 000
	S2	Block2	Progress Boost	Project aims to create a future-oriented learning environment that provides analytic and conceptual tools, practice-based learning experiences, and critical reflection for the unemployed and those interested in changing career and pursuing life-long learning.	not commenced	2024—2026	SK: Trenčín Creative Cluster, Slovak University of Technology in Bratislava, Academy of Fine Arts and Design in Bratislava, Aj ty v IT INT: Zlín Creative Cluster (CZ), Open Processing, Github, Mozilla Foundation, Tactical Tech (DE)	training a generation of future workers, especially women after maternity leave, by European academics and creative businesses.	100 000
	S3	Block1	New Peace	In 2026 we will host and commission an artwork by Krzysztof Wodiczko—the pioneering world-known visual and multidisciplinary artist. He tackles sensitive and contemporary social issues such as war, immigration, human rights, and the military.	not commenced	2026	SK: Slovak National Gallery, Kunsthalle Bratislava INT: Build up (INT), In Place of War (GB), Oulu 2026 (FI)	learning how to maintain peace through European army-related social structures and disadvantaged groups, learning to communicate without cultural or social prejudice.	350 000
	S3	Block1	Every Part Counts	This cross-sectoral programme will revive local identity and establish new urban traditions. A collaborative city-making process, utilising the potential of spaces outside the city centre will create vibrant and authentic local cultural offerings such as picnics, farmer markets, design fairs, theatre performances, and small concerts, organized by locals.	not commenced	2022—2026	SK: Susedia na dvore, Priestor, Dialogue Centre, n.o., krasý terasy INT: Faro 2027 (PT), MestoCity (INT), Eutroplan (EU)	creating sustainable opportunities for European citizens to produce events and strengthen communities.	450 000

Area of the Programme			Title	Short Description	Level of Development	Timeline	Partners Involved	European Dimension	Budget
Strand: New Grounds / Block: All Being Well	S3	Block1	Film Festival of Inclusivity	Programmes for children and youth will explore equality, solidarity, cultural rights, and acceptance in collaboration with European film festivals. Thematic screenings will be organized in schools and classrooms transformed to alternative cinemas, cultural community centres and surrounding public spaces.	not commenced	2024–2026	INT: : Athens International Children's Film Festival (GR), FILEM'ON (BE), RIFF (IS), Just Film (EE)	building knowledge and attitudes in youth to embrace diversity.	120 000
	S3	Block1	Generations Together	Generations Together creates a much needed open and inclusive space to share intergenerational and interdisciplinary knowledge, facilitate dialogue and design a model applicable for other European cities.	not commenced	2024–2026	SK: MPhilms, Zrejme—Old's cool Festival, Department of Intermedia and Digital Media, Academy of Arts Banská Bystrica, Dialogue Centre, n.o., Pribehom na stope, Academia Istropolitana INT: toZOMIA (AT), Bashkatib (EG), Center for Cultural Community Development (CCCD), Angewandte Performance Laboratory (AT), Performance Kokkenet (DK) Additional artists: Paola Paz Yee (MX), Ceren Oran (TU), Robert Gabriš (SK), Viktor Fuček (SK), Nina Mikušová (SK)	inviting different generations of Europeans towards producing art, with outcomes and methodologies applicable in other European cities.	150 000
	S3	Block1	Floating Communities	Floating Communities will provide space for a new set of works with representatives of non-formal traditional folklore collectives, new urban culture, and the street arts movement in Trenčín.	not commenced	2026	SK: DIVO, Folklore groups from Trenčín and region, FestArt INT: f.eks. (DK), Plovdiv 2019 (BG)	creating connections between traditional and alternative communities, inventing new interdisciplinary combinations.	70 000
	S3	Block1	Degustories	Degustories is a new culinary festival format that celebrates cultural diversity, shares traditions, and invents new fusions.	not commenced	2026	SK: Free Food (SK), Priatel'ia zeme (SK), Jem pre Zem (SK), Slovenská vegánska spoločnosť (SK), INCIEN (SK) INT: Zachraň jídlo (CZ), Békéscsaba (HU), Food List (NO), IQCAT (EU), Nova Gorica 2025 (SI) Additional artists: Pascual (GB)	citizens connect during culinary experiences, facilitating new connections and deeper understanding of different cultures with a special focus on ethnic and national minorities, and sustainability.	200 000
	S3	Block1	Chill Out Nooks	Chill Out Nooks will focus on inclusivity, psychology, wellbeing and personal development. Students of AFAD will create specific spaces with an emphasis on universal design, where students can relax, talk, and deepen their friendships.	not commenced	2026	SK: Liga za duševné zdravie INT: Oulu 2026 (FI), Labanc.studio (ES)	cooperation with project of Oulu 2026 and with Labanc.studio (ES)	120 000
	S3	Block1	Fair Play	Fair Play will highlight the city's anti-fascist history, the social uprising led by our sister city and current partner Kragujevac (RS), and our urgent need to present democratic values to a young and impressionable audience.	not commenced	2024–2026	Kragujevac (RS), Antira (DE), Love Bohemians Hate Racism (CZ), Cyprus fanclub Gate 9 (CY) , Avoy MU Brno (CZ), St.Pauli (DE), AKS ZŁY (PL), NK Zagreb 041 (CR), Fan.tastic Females (INT)	citizens discover diversity in direct interaction through multicultural football matches in villages across the Trenčín Region.	100 000
	S3	Block2	Sound of Democracy	The project will celebrate European democratic national uprisings with four large-scale multidisciplinary events and five smaller-scale events throughout 2026, full of revolutionary concerts, thought-provoking movie and documentary screenings, and constructive discussions.	not commenced	2026	INT: Timisoara 2023 (RO), Veszprém 2023 (HU), Yourope (EU), The NECE—Networking European Citizenship Education (EU), Institutes Additional artists: Bez ladu a skladu (SK), CHVM (SK), The Plastic People of the Universe: Leading Horses (symphonic version of album The Plastic People of the Universe by Brno Philharmonic), Auktyon (RU)	bringing European countries together in remembrance of democratic transformations, celebrating the freedom that democracy brings, and collaborating with European artists in imagining democratic futures with cross-generational European citizen groups.	350 000

Area of the Programme			Title	Short Description	Level of Development	Timeline	Partners Involved	European Dimension	Budget
Strand: New Grounds / Block: Minds Wide Open	S3	Block2	Art&Science&Curiosity Festival	The Art&Science&Curiosity Festival is one week of inspiring cross-sectoral experimentation connecting arts, crafts, science, bioengineering and material explorations.	not commenced	2024–2026	SK: Slovak Space Office INT: Ars Electronica Linz (AT), Tyndall Centre for Climate Change Research (GB), Future Everything (GB)	bringing together European scientists in creative collaborations with artists to make science cool, respected and approachable to wide groups of European citizens.	350 000
	S3	Block2	Global Equality, Hospitality	This project is a large scale international exhibition, focusing on visual art and performance, developed by the international curatorial team of Ilona Németh (SK), Edit Andras (HU), Raluca Voinea (RO), Margarethe Makovecz and Anton Lederer (AT), and Emily Verla Bovino (US).	not commenced	2024–2026	SK: Gallery of M.A. Bazovský, Kunsthalle INT: <rotor> Gallery, Graz (AT), MMSU, Rijeka (HR) Additional artists: Csaba Nemes (HU), Szabolcs KissPal (RO), Nemere Kerezi (HU), Jaro Varga (SK), Zdena Kolečkova (CZ), Ferenc Grof (FR), Cooking Section—Alon Schwabe & Daniel Fernández Pascual (GB), Tomas Rafa (SK), Aneta Mona-Chisa & Lucia Tkacova (SK/CZ), András Cséfalvay (SK), Sanja Iveković (CR), Wolfgang Schlag & Birgit Lurz (AU), Brigit Lurz (AT)	in the artistic search for European hospitality and solidarity, this exhibition will bring outstanding artists to Trenčín, as Artur Zmijewski, Oliver Ressler, Anca Benera & Arnold Estefan. The main exhibition will include an Open Forum around Eruope to open globally relevant topics.	300 000
	S3	Block2	Dialogue Decoded Lab	This project brings five international artists, policy makers and digital experts to Trenčín, to work with locals on sharpening the digital literacy, to better navigate an algorithmic future and strengthening the ability to be more comfortable in the world run by technologies.	not commenced	2026	SK: I AMbitious Academy INT: Disruption Network Lab (DE), Globsec (EU), The NECE—Networking European Citizenship Education (EU), Broumov 2028 (CZ) Additional artists: Tatiana Bazzichelli (DE)	building skills of European youth and seniors by the participatory development of a globally-available digital rights toolkit.	100 000
	S3	Block2	Destination All-Inclusive	Destination All-Inclusive will be a multicultural, multi-genre exhibition that celebrates the diversity of Trenčín and Europe, exhibiting ICORN members' work in a curated selection, together with celebratory unveilings of vernissage of completed murals.	not commenced	2023–2026	SK: CVEK—Research Center for ethnicity and culture, Ústav výskumu sociálnej komunikácie SAV, FSEV UK BA , Islamic Foundation in Slovakia	in cooperation with ICORN (International cities of Refugee Network) will focused on immigrants and newcomers	450 000
	S3	Block2	Bridging the Gap	Bridging the Gap is a programme of residencies in which artists work with local communities, especially youth and local stakeholders to research, design, and activate art+tech+science driven projects in rural areas around Trenčín.	not commenced	2026	INT: ACT Programme (MX), Art, Tech Nature Culture Network (INT)	sharing and adjusting Europe's accessible technological knowledge and resources by international artists taking residencies in rural areas and connecting with village communities.	75 000
	S3	Block2	Waiting Places	This project will bring site-specific artistic interventions to five public institutions in Trenčín: the labor office, hospital waiting room, police station, post office and City Hall Front office—places with various functions, overlapping interests and conflicts, expectations, and disappointments.	not commenced	2024–2026	INT: ZKU—Center for Art and Urbanistic Berlin (DE), N3plus—NEW INC (US), Meetfactory Praha (CZ), Chiquita Room Barcelona (ES) Additional artists: Erich Weiss (BE), Amol Patil (IN)	interventions of European artists that change the perception of public institutions, especially in post-socialistic countries, from bureaucratic to being supportive and citizen-friendly.	250 000
	S3	Block2	Meditations for the Future	This project will explore contemporary and experimental philosophy approaches, associated with psychology and cognitive science.	not commenced	2026	SK: Novotvar Festival, The Institute of Philosophy of the Slovak Academy of Sciences INT: Braga 2027 (PT) Additional artists: Maria A. Ioannou (CY), Lukáš Cabala (SK)	celebrating the literary authors and philosophies that influence Europe's minds	150 000

Ongoing in 2022

2022: Launching architectural cluster of projects—Cool Interventions
2022: Initial research, mapping and planning of City Reimagined
2022: Fiesta Bridge interactive sound installation
2022: Initial phase of planning lead by Slovak Fashion Council
2022: Garage—Open call, mentoring, series of 6 multidisciplinary events managed by Clique, Trakt, Pohoda festival, CIT

2. Financial Projections—Annex

Hiring timeline

	2022	2023	2024	2025	2026	2027	Current status to 30.6.2022
Directors	2	2	2	2	2	2	2
Finance and Operations	3	4	5	7	7	2	3
Marketing, Communications and Outreach	6	7	8	8	9	4	4
Programme Department	13	15	19	28	32	3	6
Total	24	28	34	45	50	11	15

Operating expenditures

	In %	In €	Current status to 30.6.2022
Programme expenditure	71.50%	22 518 212 €	
Promotion and marketing	14.10%	4 439 720 €	
Wages, overheads and administration	11.23%	3 537 821 €	
Other (monitoring)	3.18%	1 000 000 €	
Total		31 495 753 €	430€






Timetable for spending operating expenditures

	Programme expenditure (in euros)	Programme expenditure (in %)	Promotion and marketing (in euros)	Promotion and marketing (in %)	Wages, overheads and administration (in euros)	Wages, overheads and administration (in %)	Other (monitoring) in euros	Other (monitoring) in %
2022	1 093 388 €	4.86%	356 188 €	8.02%	327 480 €	9.26%	75 000 €	7.50%
2023	1 470 184 €	6.53%	448 188 €	10.09%	490 072 €	13.85%	100 000 €	10.00%
2024	3 154 620 €	14.01%	692 184 €	15.59%	580 648 €	16.41%	125 000 €	12.50%
2025	5 616 532 €	24.94%	892 184 €	20.10%	726 868 €	20.55%	200 000 €	20.00%
2026 ECoC year	10 641 720 €	47.26%	1 773 180 €	39.94%	839 764 €	23.74%	350 000 €	35.00%
2027	451 768 €	2.01%	242 796 €	5.47%	204 716 €	5.79%	150 000 €	15.00%
Total	22 518 212 €		4 439 720 €		3 537 821 €		1 000 000 €	

Coverage of operating expenditure

Source of income for operating expenditures	2022	2023	2024	2025	2026	2027	total
EU (without M.M. prize)	0 €	150 000 €	475 000 €	1 000 000 €	1 200 000 €	150 000 €	3 020 000 €
National government	0 €	800 000 €	1 900 000 €	4 015 000 €	8 185 000 €	100 000 €	15 000 000 €
City	890 000 €	600 000 €	800 000 €	860 000 €	1 500 000 €	350 000 €	5 420 000 €
Region	890 000 €	600 000 €	800 000 €	860 000 €	1 500 000 €	350 000 €	5 000 000 €
Sponsors	22 056 €	238 444 €	347 452 €	450 584 €	869 664 €	71 800 €	2 017 840 €
Other	25 000 €	120 000 €	230 000 €	250 000 €	350 000 €	27 480 €	1 037 913 €
Total	1 852 056 €	2 508 444 €	4 552 452 €	7 435 584 €	13 604 664 €	1 049 280 €	31 495 753 €

3. Monitoring & Evaluation—Annex

Analysis of the scientific assets of the University of A. Dubček in Trenčín				
 Economy, Tourism, Governance & Euronean Studies ● Department of Political Science ● Faculty of Social and Economic Relations	 Cultural Infrastructure, Urban Development & Environment x2 ● Faculty of Industrial Technologies	 Cultural Participation, CCI& Wellbeing x2 ● Faculty of Social and Economic Relations ● Faculty of Healthcare ● CeQoL - Center for Quality of Life Research	 Media ● Department of Political Science ● Faculty of Social and Economic Relations	 Data Science ● Faculty of Special Technology
Map of the Trenčín 2026 Monitoring and Evaluation’s methodological expertise needs				
SROI ROI City cultural strategy & Trecin, 2026 programme analysis (interview with stakeholders. policy analysis) Visitors' survey & focus group (sociodemographic, cultural practice, standardise measures of wellbeing, quality of life, ECOC awareness, citizenship, spend, satisfaction. expectations) Trencin, 2026 & City cultural strategy governance analysis (interview with stakeholders, policy anlvsis)	Co-creative methods Arts-based research (new cultural infrastructures, non-engaged audiences. co- created events) Living Lab workshops (all areas of research) Trencin, 2026 programme & Governance analysis (interview with stakeholders, policy analysis) Carbon footprint analysis Trencin, 2026 & CCI	Ethnography (new cultural infrastructures, non-engaged audiences, co-created events, mass- observation with citizens'-researchers) Residents' survey & focus group (sociodemographic, cultural practice, standardise measures of wellbeing, quality of life, ECOC awareness, citizenship) CCI Survey & Focus group (sociodemographic, cultural practice, standardise measures of wellbeing, quality of life, ECOC awareness, network, skills development, internationalisation) Volunteers' survey & focus group (sociodemographic, cultural practice, standardise measures of wellbeing, quality of life, ECOC awareness, network, skills development, internationalisation)	Google Analytics Netnography (online events) Qualitative analysis (media and social media) Sentiment analysis (media and social media)	Primary & Secondary quantitative data analysis (e.q. statistical data on GDP employment, environment, CCI, tourism, cultural institutions box office, quality of life, wellbeing, cultural participation, census, volunteers) Social network analysis (CCI, Trecin, 2026 programme) Geographical mapping (events audiences) Culture and Creative City Monitor

4. Annex—Infrastructure Development

Infrastructure/ Category	Project / Item	Estimated /Budget	Timetable /updated	Type of realisation	Status / Level of development	Priority level
Cultural hotspots / Connected city	Old railway bridge - FIESTA bridge Project	4 500 000 €	2024 - 2025	New/Revitalisation	Land-use decision - part 1 (bridge) Building permit projects in process Project extended by 5 cult. objects	very high
Cultural hotspots	Cultural Centre - Hviezda	8 100 000 €	2022	Reconstruction	Construction is underway / completion of construction 2022, technological equipment feb 2023	very high
Cultural hotspots	Container Theatre	420 000 €	2023	New	Land-use decision / Projects for building permit in process	very high
Urban (re) creations	Pedestrian zone Hviezdoslavova street	4 800 000 €	2022 - 2025	New/Revitalisation	Land-use decision part 1,2 / Projects for building permit in process	very high
Urban (re) creations	Trenčín Si Ty - Riverbanks	170 000 €	2024	New/Revitalisation	Conceptual design / feasibility study Bidding phase (architectural studio)	very high
Cultural hotspots	Studio + Hviezdodvor	2 400 000 €	2025	New	Finished architectural competition Planning permit in process / Building permit projects in process	very high
Cultural hotspots	Culture and Community Centre - Dlhé Hony	1 500 000 €	2024	Reconstruction + new part	Feasibility study and object analysis Static assessment and study / Bidding phase for architectural studio	very high
Cultural hotspots	Synagogue	2 100 000 €	2023	Reconstruction / renovation	Construction is underway / completion of construction 2023, technological equipment 2024	very high
Urban (re) creations	1. may street - Public space revitalisation	3 400 000 €	2025	New/Revitalisation	Land-use decision / Projects for building permit in process	very high
Cultural hotspots	Trenčín Castle	5 045 000 €	2022 - 2025	Revitalisation / reconstruction	Finished architectural competition Planning permit in process / Building permit projects in process	very high
Cultural hotspots	Gallery of M.A. Bazovský	4 630 000 €	2024	Reconstruction	Feasibility study and object analysis Static assessment and study / Bidding phase for architectural studio	very high
Cultural hotspots	ODA - PK - Army CC	2 000 000 €	2023 - 2025	Revitalisation / reconstruction	Feasibility study and object analysis / Bidding phase for architectural studio / cooperation process with Army	very high
Urban (re) creations	St. Anna square park and public space	700 000 €	2025	New/Revitalisation	Land-use decision / Projects for building permit in process	very high
Urban (re) creations	Alluvium footbridge + park and public space	227 000 €	2023	New	Land-use decision / Projects for building permit in process	very high
Cultural hotspots	Maker Space of University of Trenčín	4 280 420 €	2023	New	Construction is underway / completion of construction 2023	very high
Connected city	Cycling infrastructure	4 140 000 €	2022 - 2024	New	Construction is underway / plannig new parts / completion 2024-25	very high
Connected city	Regional Cycling infrastructure	5 514 000 €	2022 - 2024	New	Construction is underway / plannig new parts / completion 2024-25	very high
Cultural hotspots	Capital expenditures connected to programme	500 000 €	2025	New	Is continously being prepared in cooperation with CIT	very high
Cultural hotspots	Župný dom - Museum building + new expositions	6 850 000 €	2025	Reconstruction / renovation	Static assessment and historical study of the object / architectural study	high
Cultural hotspots	Gastro centre	3 600 000 €	2023	Revitalisation / reconstruction	Construction is underway / completion of construction april 2023	high
Urban (re) creations	Marie Turkovej - Public space	210 000 €	2022	Revitalisation / reconstruction	Construction is underway / completion of construction 2022	high
Urban (re) creations	Považská - playground Public space	270 000 €	2023	New / Reconstruction	Construction is underway / completion of construction 2023	high
Urban (re) creations	Pádivec - playground Community Public space	800 000 €	2023	New / Reconstruction	Construction is underway / completion of construction 2023	high
Urban (re) creations	Opávia - playground Community Public space	420 000 €	2023	New / Reconstruction	Construction is underway / completion of construction 2023	high
Cultural hotspots	Čachtice - Dražkovič manor house / Museum	2 500 000 €	2023	Reconstruction	Construction is underway / completion of construction 2023	high
Cultural hotspots	8 CCs reconstruction in Trenčín	3 820 000 €	2022 - 2025	Reconstruction	Projects are being prepared continously / bidding phase for construct. contractors	high
Cultural hotspots	Public library of Michal Rešetka in Trenčín	4 280 420 €	2026+	New / partial reconstruction	Static assessment study in sept 2022 / preparation of an architectural study	postponed
Cultural hotspots	CC Zlatovce	3 277 000 €	2026+	Reconstruction	Preparation of projects and architectural studies / bidding phase for contractors	postponed
Urban (re) creations	Park - CC Kubra	585 000 €	2027	Revitalisation / reconstruction	Preparation of projects and architectural studies / bidding phase for contractors	postponed
Urban (re) creations	Park - CC Zlatovce	370 000 €	2027	Revitalisation / reconstruction	Preparation of projects and architectural studies / bidding phase for contractors	postponed
Urban (re) creations	Atrium Brezina	779 000 €	2021	New	Construction completed / approved	completed
Urban (re) creations	Magnus - Public space	540 000 €	2022	New / Reconstruction	Construction completed / approved	completed
Urban (re) creations	Uspech - Park	165 000 €	2022	New / Reconstruction	Construction completed / approved	completed
Urban (re) creations	Rozkvet - square	520 000 €	2021	New / Reconstruction	Construction completed / approved	completed
Cultural hotspots	Castle TreBuChet	2 993 969 €	2021	New / Reconstruction	Construction completed / approved	completed

