

CULTURAL STRATEGY PONTA DELGADA 2030

We only love
what we know



TITLE

Estratégia Cultural
de Ponta Delgada 2030
– *Só amamos o que conhecemos*

Cultural Strategy
of Ponta Delgada 2030
– *We only love what we know*

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WE ONLY LOVE
WHAT WE KNOW

CULTURE AS A
TOOL

OF READING THE
CONTEXT IN
WHICH WE LIVE,

OF RELATIONSHIP
WITH THE DISTANT,

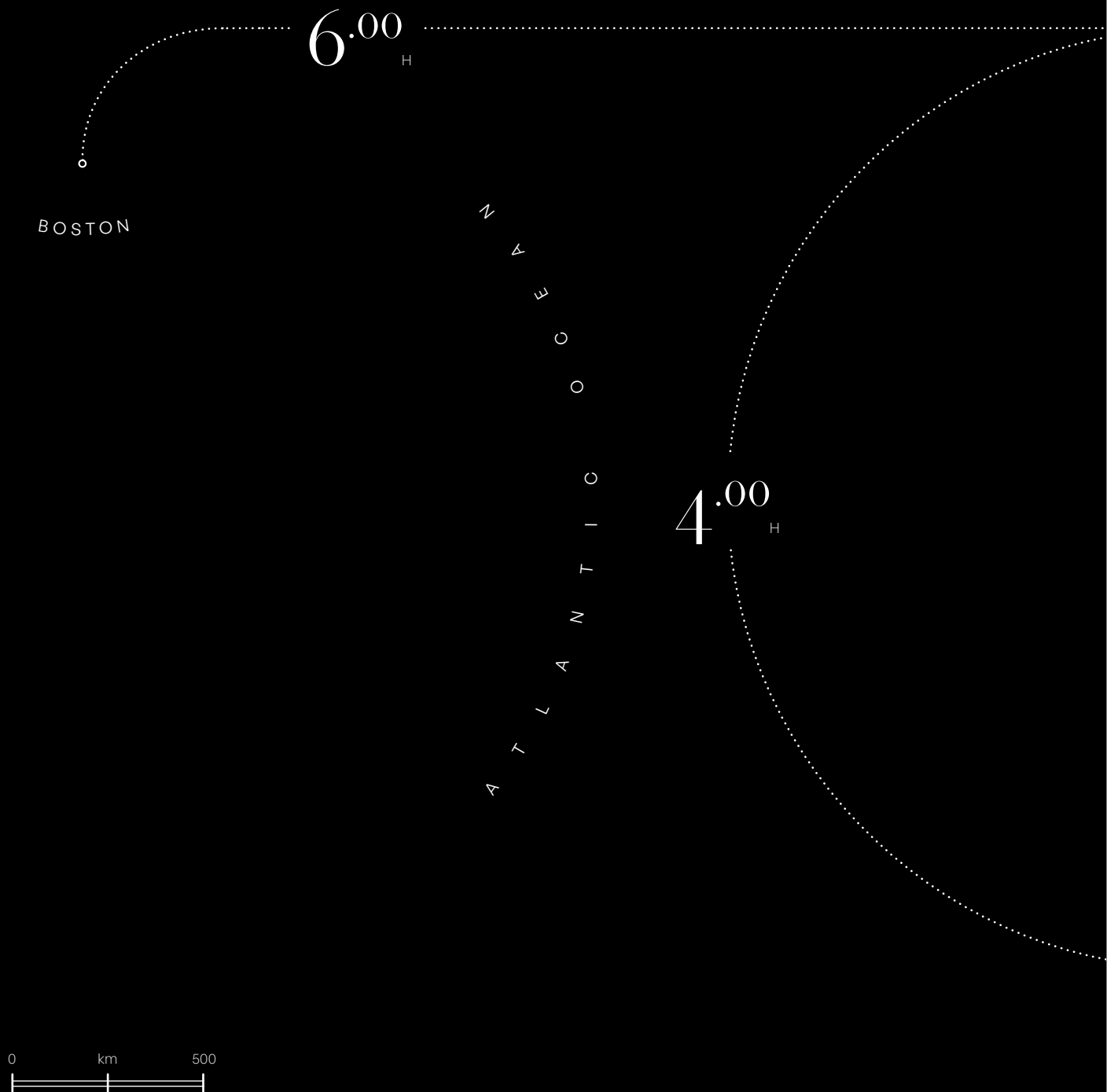
OF INTERACTION
WITH THE OTHER,

OF
SELF-QUESTIONING.

CULTURE AS
A MOTOR FOR
FALLING IN LOVE,

AS A VEHICLE
FOR MOVING
BETWEEN ISLANDS,
AFFILIATIONS AND
IDEAS.

AZORES GEOSTRATEGIC
LOCATION AND AIR TRANSPORT
ACCESSIBILITY



BRUSSELS

4.00_H

AZORES

CONTINENTAL
PORTUGAL

1.30_H

São Miguel

MADEIRA

Ponta Delgada

CANARY ISLANDS

M . A . C . A . R . R . O . N . E . S . I . A .

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EXECUTIVE SUMMARY

This is the first Cultural Strategy of Ponta Delgada for the decade 2020-2030 and is intended to mobilise the cultural and creative sector and the people of Ponta Delgada.

It is a municipal strategy, necessarily aligned with regional designs and contributing to responding to shared European and global challenges. Thus, the Strategy contemplates the following scales:

- municipal, paying attention to the diversity of its 24 parishes;
- intermunicipal, seeking opportunities for networking, starting with the municipalities of the island of São Miguel and the rest of the Azores Archipelago;
- regional, interpreting the strategic references issued by the Regional Government;
- European, framing its sectoral agendas and managing its role in the new strategic cycle;
- transatlantic, based on the integration of the Azores in the Macaronesia region and on its historical and current role in connecting the European, African and American continents.

The Cultural Strategy is based on a thorough mapping and diagnosis of the local cultural and creative ecosystem, listing challenges and opportunities, from which a vision of the future is proposed, based on strategic axes that aggregate intervention programs, to be implemented in sub-cycles.

It should also be noted that the Cultural Strategy of Ponta Delgada is the result of an intense process of crossing disciplinary areas, scales and actors, whose elaboration process, concomitant with the preparation of the application of Ponta Delgada – Azores to become the European Capital of Culture, determined the close articulation of consultation processes and the reciprocal sharing of its findings.

The Cultural Strategy is organised into six chapters summarised below.



1 — PLACE

Chapter 1 presents a synthetic characterisation of the territory and the socio-economic dynamics of Ponta Delgada integrated in the context of the Azores Region. This characterisation is based on the analysis of strategic references and statistical data concerning the geopolitical position, geographical uniqueness, demography and social challenges, economic activity and tourism, as structuring factors for the reading of the cultural potential of Ponta Delgada.

In the context of the Atlantic centrality played by the Azores, Ponta Delgada asserts itself in the Euro-Atlantic relationship, in the intensification of exchanges in the Macaronesian region and in the growing recognition as a privileged geographical place for the study and exploration of the sea. With a quarter of its territory of natural or forested area and holder of a unique geological and biological, terrestrial and underwater heritage, Ponta Delgada is part of regional and global networks of preservation such as the UNESCO World Geopark. A brief historical excursion into the socio-demographic evolution gives an account of its own local identity, originating in a multicultural population of the Archipelago, marked by migratory movements which have spread an Azorean diaspora, predominantly on the American continent, which increases six times the resident population of the region and is a continuous source of cultural contamination. Today, Ponta Delgada is a place that actively welcomes migrants and foreign students, forming an open community that wants to face the sharp local social challenges. The economy, historically associated to cycles of exploitation of natural resources, today finds in the tertiary sector the primary engine of development, with Ponta Delgada standing out as the region's main centre of wealth generation. The recent increase in tourism has been guided by values of sustainability, reflected in the certification of the Azores as the first Sustainable Tourism Destination Archipelago. Ponta Delgada, undoubtedly the gateway to entry and distribution of these flows in the region, has found in the flourishing tourism opportunities for inter-island cooperation, for the preservation of nature and enhancement of cultural heritage.

2 — WAYS OF MAKING CULTURE

Chapter 2 sets out a broad understanding of culture, integrating professional artistic, creative and public mediation activity, but also amateur cultural practices and citizens' initiative, relating them to social, educational, territorial and environmental management, economic development and tourism policies. In particular, the cultural construction of the people of Ponta Delgada is inseparable from their relationship with an exceptional geography and nature. The analysis of the cultural and creative sector is guided by an idea of a continuously feedback cycle of cultural creation¹ that integrates the stages of education and research; creation and production; dissemination and exhibition; reception and participation.

This chapter presents the working process of the elaboration of the Cultural Strategy. A civic movement, in which more than 800 Azoreans subscribed an open letter for the application of Ponta Delgada-Azores to become the European Capital of Culture, triggered the need to elaborate a long-term and shared cultural strategy. The working stages of the Strategy contemplated: (i) analysis of the strategic agendas; (ii) compilation and analysis of statistical information; (iii) reading of the cultural strategy of other candidate cities for European Capital of Culture; (iv) ongoing mapping of regional cultural resources, signalling to date more than 1,800 assets of immovable, intangible and natural heritage, facilities, events, cultural entities and agents, educational and social intervention agents among other entities and initiatives with respect to the cultural sector; and v) a broad consultation plan supported by a conference, interviews, focus group, workshops and surveys. The consultation enabled to integrate contributions from the cultural and creative sector, professional and amateur, from the decision-makers of municipal and regional cultural public policies and reflecting, also, the expectations of the community, the last place where the cultural development of the territory is reflected.

Along with the participation in the Cultural Strategy, an autonomous sounding process was developed for the application to the European Capital of Culture, involving the whole Archipelago and whose results were shared and integrated in the Strategy.

In all, 270 people were directly heard in the auscultation of the Strategy, together with more than 400 people involved so far in the course of the European Capital of Culture application.

¹ UNESCO – *The 2009 UNESCO framework for cultural statistics*. Montreal: UNESCO Institute for Statistics, 2009

3 — PORTRAIT OF THE CULTURAL AND CREATIVE ECOSYSTEM

A diagnosis of the cultural and creative sector of Ponta Delgada, always framed within the regional dynamics, is dealt with in chapter 3. Based on the information gathered in the bibliographical review, mapping and consultation, the resources and public policies supporting the ecosystem are portrayed, considering heritage, facilities, programming and policies. An approach to the cultural and creative economy follows, structured into the subsectors of Crafts, Performing Arts, Plastic and Visual Arts, Audio-visuals, Books and Publishing and Music. This mapping allowed the identification of a very significant number and diversity of cultural agents, notably distributed throughout the Archipelago, along with a lively associative movement, served by a suitable set of cultural facilities. This infrastructure plays a key role in exercising cultural democracy and citizenship.

Within the scope of the portrait of the cultural and creative ecosystem of Ponta Delgada, a cross reading of the resources and dynamics of the respective sectors is also presented to extract the main constraints and potentialities.

4 — CURRENT DIAGNOSIS

Chapter 4 elaborates the synthesis of the diagnosis of the cultural ecosystem. It highlights, among other challenges, the asymmetries in terms of physical mobility and cultural accessibility, the work still to be carried out in the dialogue between historical heritage and new creation, the constraints on the professionalisation and structuring of the cultural and creative sector. However, a set of strengths are identified, such as a young and active community, the diversity and relevance of cultural agents, the international profile of a set of programs, the ongoing process of urban regeneration and the updating of governance models with potential contributions to cultural dynamization.



Tremor
© Fernando Resendes / Micaelense Theatre

5 — VISION OF THE FUTURE

Chapter 5 outlines a scenario for Ponta Delgada in 2030, transformed by the priority given to culture at the centre of public policy. A municipality which stands out as a transatlantic cultural hub, with increased mobility of artists, citizens and ideas, with creativity enhancing the design of the Azores as a cluster of the sea, crossing artistic practice and research in natural sciences, with structuring conditions for the professionalisation of the cultural sector and for the stimulation of amateur and citizen initiative. And in which the process and the materialisation of the European Capital of Culture establish a coming together of all Azoreans through creative expression, the international recognition of the cultural sector and the sedimentation of cultural practices as a tool to investigate new horizons of life.

Achieving this vision is done through an Action Plan organised in four strategic axes that group programs that identify actions, possible entities to involve as well as their alignment with national, regional and local strategic references that will allow these actions to be framed in comprehensive development policies in the future.

Axis 1 – Sense of Place addresses the issues of territorial asymmetries and mobility, both physical and cultural, and deepens the commitment to environmental preservation at the crossroads between creative economy and new models of tourism and living. The actions foreseen under this axis aim at the implementation of cultural facility networks, ensuring response to the entire cultural value chain, covering the municipality and testing shared management models; the occupation and experience of the public space through artistic and cultural factors; new ways of living the urban-rural relationship, among others.

Axis 2 – Cultural and Creative Sector is based on the consolidation of the contribution of this sector to economic development, to the development of skills suitable for the 21st century, to the processes of innovation and knowledge transfer, specifically between natural sciences and creativity. The actions propose to empower cultural agents and political leaders; to create conditions for creative entrepreneurship; to professionalise cultural agents and practices, valuing the values installed in the territory; to expand public engagement actions, among others.

Axis 3 – Cultural Citizenship focuses on the power of culture in opening up possibilities for social mobility. We want to make local institutions, such as schools, associations and religious organisations, places of departure for contact with other cultural expressions. We intend to convene the associative fabric and the educational community to move between places, groups, creative expressions, artistic formats, co-creation models. An annual plan is established for the distribution of cultural exhibition and production from all places and involving the diversity of citizens, focusing on situations of poverty, children and young people at risk of dropping out of school, gender or ethnic discrimination.

Axis 4 – Global Archipelago faces the urgency of blurring borders and deepening cooperation between public and private, between parishes, municipalities and the Region, between centralities and margins, between tradition and contemporaneity. The actions intend, among other objectives, to densify local and global collaboration networks, bringing together knowledge, people and resources; to position local creative values internationally by developing transatlantic bridge-projects and to establish regular supports for cultural communication.

6 — TOWARDS IMPLEMENTATION

In Chapter 6 we advance the premises for the phased implementation of the Cultural Strategy of Ponta Delgada.

The implementation schedule is established, considering three main cycles (1st: 2021-2025; 2nd: 2026-2027; 3rd: 2028-2030). In the first cycle, the years 2021 and 2022 are also considered fundamental for the launch of pilot projects that may subsequently scale up, such as the test initiatives that already result from the process of drawing up the Strategy and the application to become the European Capital of Culture.

The guidelines of the Strategy management model are established, including organisational structures, the necessary conditions and the instruments of articulation between agents on a municipal scale, and in the relations that this establishes with other scales, inter-municipal, regional, with the diaspora, Europe and the world. As the Municipality of Ponta Delgada is primarily responsible for guiding the implementation of the strategy, models for shared management and participation by a wide range of local and regional agents are emerging. Ponta Delgada may become a laboratory of public policy for culture, demonstrating the Region's potential.

The monitoring and evaluation model is structured in dialogue with international references, such as the contributions to be made to the Sustainable Development Goals, established by the UN and whose world target of 2030 is shared globally, and to the Thematic Indicators for Culture established by UNESCO. The alignment with the Cultural and Creative Cities Monitor promoted by the European Commission, which Ponta Delgada aspires to join, is also established and, finally, recommendations made in particular to the European Capitals of Culture are incorporated, with whose values of European communality Ponta Delgada identifies itself, regardless of the achievement of the title. Achievement and result indicators have already been identified for each of the axes of the vision, contemplating indicators tailored to the proposed actions and indicators relating to the selected international agendas.

To conclude this chapter, we preliminarily identify some of the European, national and regional funding sources that could support the raising of resources for the implementation of the actions.



1 PLACE

1.1

A periphery that is a centrality

#geo-politics
#borders
#insularity
#accessibility

Geo-political positioning

Ponta Delgada is the gateway to the Autonomous Region of the Azores. This fact, which is evident in regional and municipal strategies, reflects Ponta Delgada's role as the most populous and connected municipality in the Region, and as the one that brings together a relevant network of institutions and entrepreneurs. The uniqueness of the Azores Region – the Atlantic archipelago which marks Europe's westernmost border – makes it all the more pertinent to have a city as a hub for international flows and as an instigator of regional multinucleated dynamics.

Ponta Delgada is one of six municipalities on the island of São Miguel in the Archipelago of the Azores, comprising nine islands organised into three groups – western, central and eastern. Ponta Delgada is the seat of the Regional Government which, together with the Legislative Assembly, constitutes the governing bodies of the Autonomous Region of the Azores.

On the scale of the island of São Miguel, Ponta Delgada and the neighbouring cities of Lagoa and Ribeira Grande form an urban triangle of concentration of population, institutions and economic agents² in the wider context of the six municipalities that make up the island.

Ponta Delgada is the core of the Azores' Atlantic centrality, whose geopolitical positioning affirms the Euro-Atlantic relationship and the intensification of economic and cultural exchanges in the Macaronesia Region, which includes the archipelagos of the Azores, Madeira, the Canaries and Cape Verde³.

² PONTA DELGADA MUNICIPAL COUNCIL – *Ponta Delgada integrated plan for sustainable urban regeneration*. Ponta Delgada: Municipality of Ponta Delgada, 2020.

³ REGIONAL GOVERNMENT OF THE AZORES – *Regional Land Management Plan for the Autonomous Region of the Azores*. Ponta Delgada: Government of the Azores, 2008.

More recently, Azores has been increasingly recognised as a privileged geographical location for the study and exploration of the sea, the atmosphere and interplanetary space. The Region's Intelligent Specialisation Strategy identifies "Sea and Blue Growth" as a priority area, highlighting the potential of the scientific work that has been developed, in particular by OKEANOS, the research unit of the University of the Azores. "Space and Data Science" constitute another of the proprietary areas, due to the Azores' privileged position in receiving and processing data on the Earth's atmosphere and interplanetary space and its application in R&D&I, as well as for the installation of space navigation/positioning infrastructures. The establishment in 2019 of the Azores Mission Structure for Space (EMA Espaço) marks a milestone in boosting the aerospace sector in Portugal and the Azores.⁴

Accessibility

Regional and international accessibility is a key factor in the development of Ponta Delgada, as an Atlantic archipelago.

Ponta Delgada is served by the main international airport of the Region, where seven airlines operate, connecting up to 15 international destinations (among 10 European destinations, 2 destinations in the United States, 2 destinations in Canada, 1 destination in Africa), having in 2019 exceeded two million annual passengers⁵. The international airport of Ponta Delgada is complemented by the airports of Horta, Terceira and Pico with daily connections to Lisbon. Ponta Delgada is also accessible by sea through the passenger terminal integrated in an important operation of urban rehabilitation and tourism dynamization, registering in 2018 about 120,000 passengers only in cruises⁶. Since 2018, 38 companies have operated in the Region with a predominance of transatlantic cruises, carrying passengers from the United Kingdom, United States, Germany and Canada. The establishment of a new accessibility model in 2014, liberalising the air space and establishing new Public Service Obligations areas for connections with the Portuguese mainland and the Autonomous Region of Madeira and inter-island maritime connections, marked a decisive boost in the mobility of Azoreans and in tourism development.

In terms of regional mobility, all the islands in the archipelago have an airport, ensuring, in times of peak demand, more than two hundred weekly inter-island flights operated by the regional airline. Since 2021, residents and students in the Archipelago have access to a maximum fare of 60€, which will mean a profound change in facilitating regional mobility, a key factor for territorial cohesion.

Additionally, the maritime transport of passengers between all the islands is ensured, with permanent and seasonal lines, reaching an annual movement of over one million trips.⁷ The Passenger Terminal of Ponta Delgada has a marina for more than six hundred vessels and a pier for passenger and car. These trips have a special price list for seniors, young people and vulnerable populations.

4 REGIONAL GOVERNMENT OF THE AZORES – *Ris 3 2021-2027, Intelligent Specialisation Strategy of the Autonomous Region of the Azores*. Ponta Delgada: Government of the Azores: 2020.

5 Data provided by ANA Aeroportos.

6 PORTS OF THE AZORES, Statistical Data, 2018

7 PORTS OF THE AZORES, Statistical Data, 2018



Mobility on São Miguel Island and in the municipality of Ponta Delgada, due to its archipelagic and orographic condition, is very much concentrated on car transport solutions. The island can be reached by a ring road connecting the urban centres near the coast, which allows the perimeter of the island to be completed in four hours. Collective road transport is provided by a regular service between urban centres, by an airport transfer service and also a minibus service with three circular lines dedicated to the urban centre of Ponta Delgada. The network is also complemented by taxi services, accessible in person and on-demand, the possibility of rent-a-car and also tourist transport services such as panoramic buses.

In the last decade the Region has invested, in a strategic and structured way, in the promotion of soft mobility, in particular through pedestrian and bicycle travel, encouraging the gradual transformation of mobility habits that are still heavily dependent on individual motorised transport⁸. In this sense, Ponta Delgada inaugurated in the Region a bike-sharing service, launched by Atlantic Bikes, a local start-up in the area of the green economy in partnership with the Municipality and the University of the Azores. Ponta Delgada also has cycle paths along the urban waterfront and foresees, as part of the Integrated Sustainable Urban Rehabilitation Plan underway, the expansion of the bike path network in the urban core, connecting the main educational, commercial and social centres.

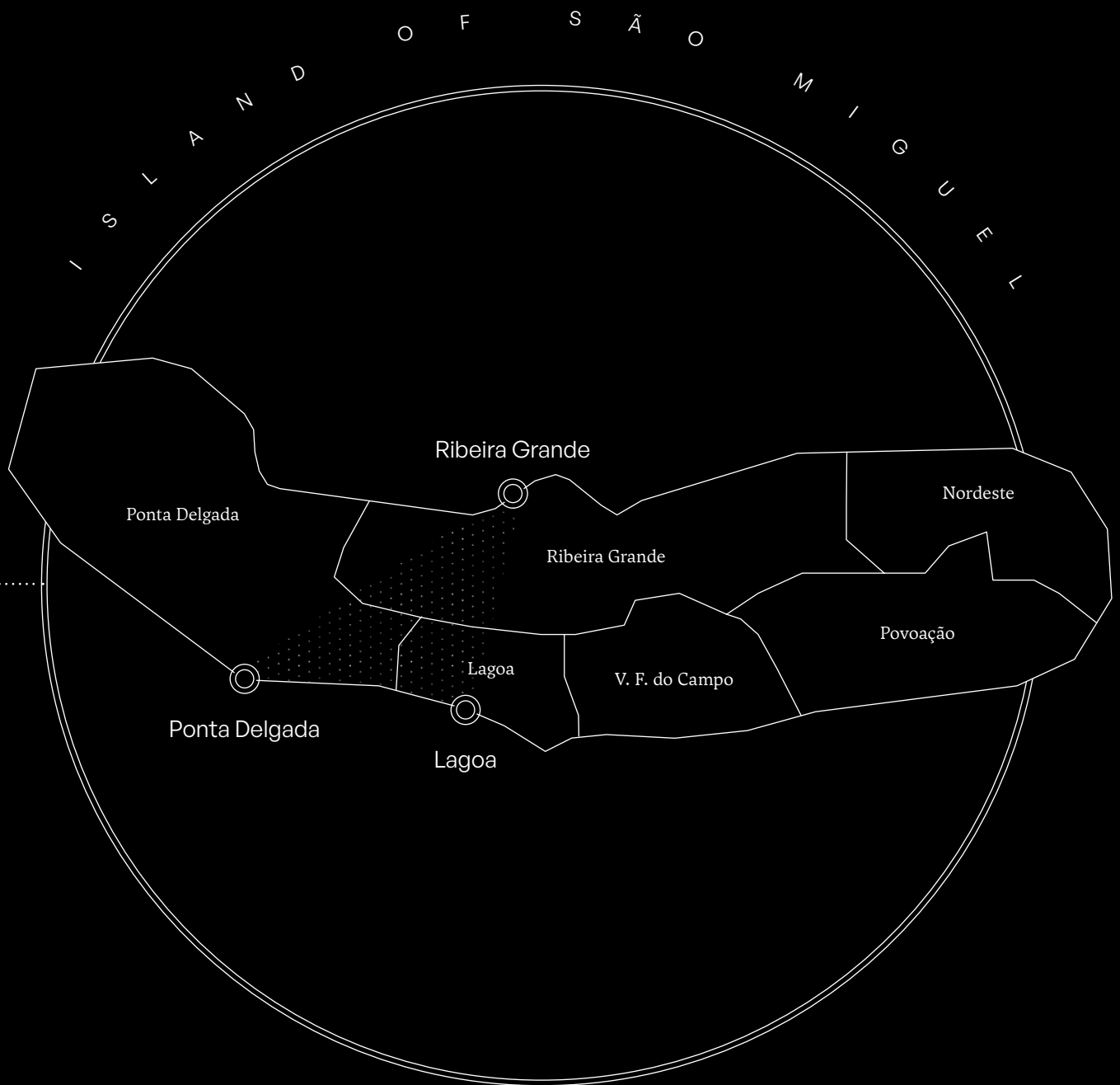
— 29 42^{KM}
trails trails

Walking is not only a means of transport, but also a way of establishing a relationship with the landscape, so marked by difficulties of access that many of the journeys between villages on the island itself used to be made by sea. Today, the *Trilhos dos Açores* (Azorean Trails) provide a Network of Classified Walking Trails in the Region, which result from the rehabilitation of secular trails used by the population. In São Miguel Island there are 29 trails identified, 7 of which are located in the municipality of Ponta Delgada, totalling 42 km⁹.

⁸ Main means of transport for commuting: 0,15% bicycle, 16% walking, 15% public transport, 69% individual motorised transport. Data from the National Institute of Statistics (INE) in GOVERNMENT OF THE AZORES – *Sustainable Mobility Plan for the Autonomous Region of the Azores*. Ponta Delgada: Government of the Azores, 2016.

⁹ TURISMO AÇORES – *Trilhos dos Açores* [official website].

URBAN TRIANGLE
(PONTA DELGADA, LAGOA AND RIBEIRA GRANDE)





Lira Açoriana, Regional Orchestra
© Fernando Resendes / Micaelense Theatre

PONTA DELGADA MUNICIPALITY
AND ITS PARISHES



Ponta Delgada

1.2

A geography that is history

#natural heritage
#biodiversity
#geodiversity

**“Geography, for us, is worth
as much as history (...)”¹⁰**

The history of the Azores and its people, their character, practices and beliefs are indelibly marked by a rare geography that imposes itself, limiting and opening, possibilities of life. Ponta Delgada builds its identity as one of the facets of the face of the Archipelago.

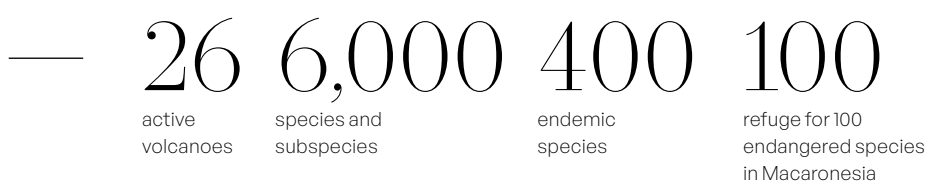
The Archipelago emerges from the Atlantic Ocean at the tectonic meeting point of the Eurasian, American and African plates, the site of intense seismic and volcanic activity which, millions of years ago, gradually gave rise, from west to east, to each of the nine islands. Its oceanic position dictates a strong geographical isolation and intercontinental role, the distance between islands extending over a range of 600 km determines a spaced contact between communities on each island, the destruction and renewal that is cyclically provoked by eruptions, seismic crises, floods and storms gives a pathos and expressions of spirituality, the fickleness of the climate has led to the expression of the "four seasons in one day" and the permanent humidity blurs any outline.

10

VITORINO NEMÉSIO – *Açorianidade*. In *Revista Ínsula*. Ponta Delgada: 1932. Note: Vitorino Nemésio (1901-1978), poet, storyteller, novelist, chronicler, essayist, lecturer and teacher, was a notable figure of Portuguese literature and intellectuality.

Biodiversity Sanctuary

It is this landscape that provides an authentic sanctuary of terrestrial and marine geo-biodiversity. The geological heritage of the Azores unfolds in a panoply of sites and images with its 26 active volcanoes, 8 of which are underwater, tidal lagoons, lava fields, collapsed crater lakes, caves and caverns, fumaroles, fajas, fault scarps, geysers and thermal streams... These habitats are populated by a very rich fauna and flora, with an estimated 6,000 species and subspecies, of which more than 400 are endemic¹¹. The Laurissilva Forest, native to the Macaronesia Region and which has survived for over 20 million years, has been protected in Azores by programs such as LIFE. The Azores are a sanctuary for whales and other cetaceans, a major symbol of the transformation of the relationship between man and nature in this place, transposing the once massive hunting for the current protection. Together with the remaining archipelagos of the Macaronesian biogeographical Region, it is thus a world biodiversity pole, having been identified 100 threatened species¹².



In this context, 90% of the land in the municipality of Ponta Delgada is used for agriculture and forestry¹³. It is the natural, forest and geological interest areas that shelter a natural wealth and whose recognition of its immense value is patent in the obtaining of international titles on the scale of the Azores that reinforce the efforts undertaken in preservation.

The Azores Geopark integrates the UNESCO World Geoparks network, places of remarkable geological heritage, associated with a sustainable educational, environmental and cultural development strategy. The integration of the Azores changed the paradigm of Geoparks, in a model of an archipelagic park of 121 geo-sites distributed by the 9 islands and maritime areas. The Azores Geopark works in a network, at regional, national, European and global scale, in particular in the context of the European Network of Geoparks-EGN which includes 26 countries and the Global Network of Geoparks-GGN which includes 44 countries. Ponta Delgada is home to 9 geo-sites, of which Caldeira do Vulcão das Sete Cidades, Serra da Devassa, Gruta do Carvão, Ponta da Ferraria and Pico das Camarinhas are priorities for the implementation of geo-conservation strategies and actions to enhance and promote tourism in the Azores.

In the Azores there are 13 RAMSAR sites, classified as Wetlands of International Importance as a result of an intergovernmental convention of which UNESCO is the depository organisation. The relevance of these sites is due to their high hydrological value, landscape, biodiversity and

¹¹ REGIONAL GOVERNMENT OF THE AZORES, DIRECTORATE OF NATURE CONSERVATION AND ENVIRONMENTAL AWARENESS SERVICES – *Portal da Conservação da Natureza e Sensibilização Ambiental*.

¹² REGIONAL GOVERNMENT OF THE AZORES – PRAC – *Programa Regional de Alterações Climáticas dos Açores Impactes, Vulnerabilidades e Medidas de Adaptação para o Sector dos Ecossistemas e Recursos Naturais*. Ponta Delgada: Regional Government of the Azores, 2017.

¹³ PONTA DELGADA MUNICIPAL COUNCIL – *Relatório do Estado do Ordenamento do Território de Ponta Delgada*. Ponta Delgada: Ponta Delgada Municipal Council, 2020.

AZORES

25^{0%}

of the territory is a
Protected Area

13

RAMSAR Sites

1

UNESCO
World Geopark

9

Island Natural
Parks

4

UNESCO
Biosphere Reserves

26

active
volcanoes


400

endemic species

2,5^M

open data
biodiversity



An aerial photograph of a coastal region. A road runs along the left side, bordered by a dense green forest. To the right of the road is a large body of water, likely a bay or lagoon, with varying shades of blue and green. The water's edge is irregular, with some small islands or peninsulas. The overall scene is a mix of natural and developed land.

PONTA DELGADA

25%

natural area
or forest

1

RAMSAR site

1

São Miguel Island
Natural Park

9

geo-sites

socio-economic potential. In Ponta Delgada, the Sete Cidades Lagoon is the target of this classification. It is home to one of the world's most remarkable volcanic depressions and is a conservation area for endangered plant species and native birds.

With about 25% of the territory as a Protected Area, the management model of the Archipelago is based on Island Natural Parks distributed over the 9 islands. The Natural Parks are responsible for ensuring the preservation of the classified land and sea areas, as well as enhancing and interpreting their landscapes, habitats, geo-sites, remarkable species, in particular through the Network of Environmental Centres of the Azores and trails. Ponta Delgada has 9 classified sites and the Pineapple Culture Interpretation Centre and the Sete Cidades Lagoon Park Shop as privileged places to get to know and interpret the territory.

The Azores also has 4 UNESCO Biosphere Reserves – Corvo, Graciosa, Flores and Fajãs de S. Jorge islands – as privileged spaces for learning about sustainability where interdisciplinary approaches between ecological and social systems are tested.

International recognition is one of the results of more than two decades of continuous development of sustainability policies in the areas of nature conservation and biodiversity protection, energy production and management, air, water and soil quality management, mobility models, environmental education actions, enhancement of the Azorean heritage. The attention given to the impacts of climate risks facing the Azores is evident in the preparation of the Regional Plan to Combat Climate Change in line with the Paris Agreement, which declines in sectoral reports dedicated to foreseeing the impacts in areas such as Ecosystems and Natural Resources, Spatial Planning, Tourism, Security and Human Health.

| | | |
|---|---------------------|-------------------------------|
| — | 100 | 9 |
| | Azores geo-sites | Ponta Delgada geo-sites |

The rich natural heritage of the Azores makes the archipelago a place of knowledge production, in particular through the research units of the University of the Azores dedicated to the study of volcanology, environment, marine sciences, biodiversity, biotechnology, Atlantic economy, and the undergraduate and postgraduate degrees taught by the Faculty of Agricultural Environmental Sciences of the University of the Azores in the areas of Nature and Heritage, Nature Management and Conservation, Interdisciplinary Landscape Management. Projects of the University of the Azores such as the Biodiversity Portal of the Azores¹⁴ make the Archipelago one of the regions of the world with the largest amount of open access biodiversity data available.

1.3

A community that is a transatlantic archipelago

#migrations
#interculturalism
#social challenges

Communities on the move

Life in the Azores is taken by constant nomadic movements. From the long migrations of birds and cetaceans to the migration cycles of the population. The history of the Azores begins with the migration of people from the Kingdoms of Portugal and Castile and from the Flemish, Jews and Arabs who, in the 15th century, came to populate this Atlantic archipelago in a social mixture of nobles with humble, refugee and marginalised populations. The language, the toponymy, the craft expressions and the faces still bear witness to the genesis of these roots.

With the Portuguese maritime expansion, the Azores became a crossroads in the Atlantic routes and in the 16th century the Azoreans joined in the defence and colonisation of Eastern, African and Brazilian lands. In the 18th and 19th centuries, migratory movements towards Brazil intensified, driven by crises of cereal production, hunger and natural disasters, founding important communities in Santa Catarina and Rio Grande do Sul, which played an important role in the Brazilian cultural mix and accompanied the wider movement of European expansion in the New World. Also in South America, there is the Azorean presence in Uruguay. From the end of the 19th century and throughout the 20th century, emigration intensified first towards the United States, hitching a ride on whaling ships – on the East and West coasts and also Hawaii – and then to Canada.¹⁵ With a predominance of people from São Miguel, the Bermuda Archipelago was the third great destination of this wave of Azorean emigration. The Azorean diaspora cultivated

¹⁵ BOAVIDA MADEIRA, Artur. Emigração. In Regional Directorate of Culture of the Azores – *Enciclopédia Açoriana*. Regional Directorate of Culture of the Azores, 2003.

intercommunicative processes of acculturation, manifested in a diversity of phenomena such as the appropriation of the cult of the Holy Spirit, folklore and gastronomy, architecture and cities character. From the 1980s, coinciding with Portugal's integration into the EEC, the Azores have also become a land of return for their emigrants and descendants, with São Miguel Island being the one welcoming the largest number, in a movement of confrontation and identity updating between Azoreans from here and overseas.

Today, the Azorean diaspora represents a significant 1.5 million Azoreans and their descendants,¹⁶ against a current population of around 236,000 Azoreans living in the Archipelago. The Azorean community is thus an immense archipelago that populates a predominantly Atlantic geography. On the American continent alone there are more than 1,000 institutions representing the Azorean diaspora, ranging from citizen involvement to academic research, such as the Azorean Diaspora Center at California State University, which has promoted the debate on proposals for closer relations between the Azores and the United States¹⁷. Also noteworthy is the World Council of Casas dos Açores, which brings together Casas dos Açores in the American continent and mainland Portugal, and whose role has been increasingly qualified as representatives of the Azores in the world¹⁸.

The relevance of migratory movements in the constitution of an expanded Azorean territory is translated at the level of public policies of the Regional Government, in the constitution of a Regional Directorate of Communities, dedicated to establishing policy measures for the sector of emigrants, returned emigrants and immigrants. In 2019 one of the measures adopted was the installation of an Azorean Diaspora Council, a consultative body of the Regional Government which brings together 19 councillors representing Azorean emigration, in an open candidacy and voting process: five from Brazil (Rio Grande do Sul, Rio de Janeiro, Santa Catarina, São Paulo and remaining states), five from Canada (British Columbia, Manitoba, Ontario, Quebec and remaining provinces), five from the United States of America (California, Massachusetts, Rhode Island and two of the remaining states), one from Bermuda, one from Uruguay, one from Portugal and one from the rest of the world.

Following the initiative of this council, the Azoreans in the World platform was created which, together with other civil initiatives, has been carrying out a census of Azoreans who emigrate by birth, descent or affinity, involving them in the debate on the Archipelago's development¹⁹.

The history and geography of Azorean emigration have woven a cultural heritage, where feelings of nostalgia and loss are shared and transfigured. The *viola da terra*, a popular Azorean instrument, is one of the greatest symbols of this heritage, which has been documented by the University of the Azores. The *viola micalense* is a local variation of this instrument kept alive by the work of the *Viola da terra* Youth Association, the *Violas da Terra* Orchestra, the Regional Conservatory of Ponta Delgada, the Regional Centre of Handicraft Support and local luthiers.

16 PINTO, Ana Grácia. A Diáspora Açoriana representa 1,5 milhões de pessoas. In CIES-IUL – *Observatório da Emigração*.

17 AÇORIANO ORIENTAL, LUSA – Simpósio dá origem a 18 propostas para reforçar ligações entre os Açores e a diáspora. In *Açoriano Oriental Online*. Ponta Delgada: abril de 2021.

18 PINTO, Ana Grácia. A Diáspora Açoriana representa 1,5 milhões de pessoas. In CIES-IUL – *Observatório da Emigração*.

19 REGIONAL GOVERNMENT OF THE AZORES – *Açorianos no Mundo*.

AZORES

1

Azorean
Diaspora Council

1

Azores in the
World Platform

1,5^M

emigrants (Brazil, United
States, Canada, Bermuda,
Uruguay)

+1,000

Azorean institutions
in the world

*Viola
da Terra*

local popular instrument

*Viola
Micaelense*

a variation of the
Viola da terra from the
island of São Miguel



Viola da Terra
© Ricardo Carvalho

The Immigrants
© Domingos Rebêlo,
Carlos Machado Museum



Intercultural, young community facing challenges

Although with a modest expression, the migratory balance of Ponta Delgada and the Region was positive before the pandemic crisis²⁰, emphasising the role of the Azores as a place for receiving new immigration profiles. There are about 100 nationalities living in the Azores²¹ and it has been a public policy to encourage their settlement and integration through continuous programs. Recently, projects such as REGIN – Regions for Migrants and Refugees Integration²², co-financed by the European Union and being implemented in partnership with five other European regions. The project aims to improve the skills of institutions in the integration of migrants by facilitating the joint development of indicators, working tools, databases, knowledge exchanges and dissemination of practices.

In addition, other non-governmental organisations such as AIPA (Association of Immigrants in the Azores) and Cresaçor, based in Ponta Delgada, provide support services to help migrants settle in the Azores. It is with the support of local partners that projects such as New Neighbours²³ take place, a project promoted by the European Broadcasting Union (EBU), the world's largest alliance of public service media, to highlight the positive social and economic impact of immigrants and refugees and thus promote their integration in the states of the European Union. The documentation of the integration of micro religious communities in Ponta Delgada is thus the stage for discussing the integration of new migrants in the Azores and Europe with the aim of setting up intercultural publishing groups. Ponta Delgada welcomes immigrants mainly from Brazil, followed by China, the United Kingdom and Cape Verde²⁴.

Among the new migratory movements, the Azores are also faced with the phenomenon of the integration of deportees from the United States and Canada, with more expression in São Miguel, which raise new social challenges of intertwined lives and new contexts of cultural reflection.

Today, the population of Ponta Delgada is around 67,000 inhabitants, which together with the inhabitants of the other municipalities of the island of São Miguel, around 133,000, make up more than half the inhabitants of the archipelago²⁵. Around 30% of the population is concentrated in the urban centre of Ponta Delgada²⁶, which corresponds to 18% of the county's area, by contrast with the remaining predominantly rural territory²⁷.

Among the flows that make Ponta Delgada's population more dynamic, there are about 400,000 annual guests²⁸, more than 100,000 annual visitors on cruises and almost 450,000 visitors on inter-island trips²⁹. This total of annual visitors, many times greater than the resident population, brings

20 INE, Saldo Migratório (no.), 2019.

21 FOREIGN AND BORDER SERVICES – *Statistics Portal, Foreign population residing in Portugal, Foreign residents in the Azores* (no. and nationality), 2021.

22 REGIN – *Regions for Migrants and Refugees Integration*, project co-financed by the European Union under the European Union's Asylum, Migration and Integration Fund (AMIF), and being implemented in partnership with five other European regions: Catalonia and Murcia in Spain, Campania and Puglia in Italy, and Skane in Sweden.

23 New Neighbours Project, co-financed by the European Union within the framework of European Union's Asylum, Migration and Integration Fund (AMIF).

24 INE, Foreign population with legal resident status, 2019. In Ponta Delgada: 20% from Brazil, 11% from China, 3% from the United Kingdom, 3% from Cape Verde, 63% from other countries.

25 INE, Resident Population (no.), 2021.

26 INE, Resident population by parish, census 2011.

27 PONTA DELGADA MUNICIPAL COUNCIL – *Report on the State of Spatial Planning of Ponta Delgada. Ponta Delgada: Municipality of Ponta Delgada*, 2020.

28 INE, Guests (no.), 2019.

29 PORTS OF THE AZORES – *Statistical Data 2012-2018, Passenger Movements*, 2018.



clear challenges to urban management, to the preservation of the natural, architectural and immaterial heritage, shows cultural contrasts and instigates opportunities for international contacts. All these dilemmas have been debated by society and the cultural sector.

The community of Ponta Delgada is further enriched by the presence of students and researchers from mainland Portugal and abroad at the University of the Azores, with its campus in Ponta Delgada, a total of around 500 academics per year from more than 24 nationalities³⁰. The mobility programs include Erasmus and Erasmus+ (for the EU), Santander Universities grants (for Brazil and Ibero-American countries) or SEA Semester/SEA Summer programs (for the USA) and Almeida Garrett or Vasco da Gama programs (for national mobilities), in a growing membership that has more than tripled since 2014.

The community of Ponta Delgada and, by extension, of São Miguel, is one of the youngest in Portugal. As for the Azores Region, even though globally there is an expressive weight of more than $\frac{1}{4}$ of the population under 24 years of age³¹, reality integrates asymmetries between islands and the latest data confirm a trend towards ageing³². Also in Ponta Delgada and in São Miguel Island, despite their youth, the trend in recent years has been of a slight aging, which anticipates challenges in the welfare, inclusion of older people and intergenerational dialogue³³.

The youth of Ponta Delgada face structural and systemic challenges such as the retention and dropout rate in basic education, which is almost double the country's average, in line with the regional trend, with subsequent repercussions in the insufficient qualifications in the face of an economy that has progressively leveraged itself in the tertiary sector³⁴. The need to invest in education and training in the face of a new knowledge economy is recognised, in order to combat regional unemployment. On the other hand, in the observations and contacts made during the preparation of the

30 UNIVERSITY OF THE AZORES – *Activities Report*, 2019. Ponta Delgada: University of the Azores, 2019.

31 INE, resident population by age group (%), 2019.

32 INE, ageing index (no.), 2020.

33 INE, ageing index (no.), 2020.

34 INE, retention and dropout rate in basic education (%), 2020.

AZORES

PONTA DELGADA

236,
657

inhabitants

500

international and
continental academics
per year at the UAç

67,
287

inhabitants

16,
000

students

1/4+

of the population
under 24 years old

~100

immigrant
nationalities

6^o

youngest
municipality
in Portugal

Feast of Senhor Santo Cristo dos Milagres
© Miguel Machado



cultural strategy, signs of recurrent mobility to other regions and countries were noted among young creatives, meaning that Ponta Delgada and the Azores can count on some members who, from an early age, bring high-value international experiences to the territory.

Due to this demographic context, the urgent need to establish programs that foster the establishment of an innovative, creative, supportive and enterprising youth is recognised. Therefore, Ponta Delgada Municipal Council has a Municipal Youth Council and recently approved the Municipal Youth Plan. The Regional Government, together with the University of the Azores, is developing extensive work to create knowledge and public debate through the Youth Observatory of the Azores.

Ponta Delgada's society still faces the challenge of gender inequalities, reflected in the unfavourable position of women in terms of remuneration, despite their better performance in terms of qualifications, and in the gravity of domestic violence phenomena, in a Region that shows the highest incidence of this phenomenon in Portugal³⁵.

The contrasts between the greater extent of the rural territory and the urban nucleus of Ponta Delgada still dictate strong asymmetries in terms of qualifications³⁶ and the range of life choice opportunities in the more rural settlements, leading to a widespread perception of the need to strengthen territorial cohesion.

These issues are not unrelated to the structural challenge of more than one third of the population of the Region at risk of poverty and exclusion, presenting the most critical scenario in the national context³⁷.

The Municipality of Ponta Delgada, aware of the social challenges of the next decade, is currently implementing the Plan for Equality and Non-Discrimination, which includes a series of coordinated actions with local partners leading to the exemplary role of Ponta Delgada in the Region as a fair, inclusive and egalitarian society. Added to this work is the creation of the Local Council for Development and Social Cohesion, a facilitating body for the participation of public social solidarity institutions or similar entities.

35 PONTA DELGADA MUNICIPAL COUNCIL – *Ponta Delgada Municipal Plan for Equality and Non-Discrimination 2020-2033*. Ponta Delgada: Ponta Delgada MUNICIPAL COUNCIL, 2020..

36 PONTA DELGADA MUNICIPAL COUNCIL – *Relatório do Estado do Ordenamento do Território de Ponta Delgada*. Ponta Delgada: Ponta Delgada Municipal Council, 2020.

37 INE, Resident population at risk of poverty or social exclusion (%), 2019.

1.4

Crises and regeneration

#economy
#slow tourism
#creative economy

Since its settlement, the economic development of the Azores has been based on cycles of agricultural specialisation – cereal, pastel, orange – followed by crises and abrupt declines due to the pattern of depletion of natural resources and difficulties in competing internationally³⁸. The cycles of exploitation have deeply marked the islands' landscape and ways of life. The mid-20th century saw the apogee of tea and pineapple production and a strong growth in industrialised livestock farming, with its pastures and industrial units for dairy production, which today dominate the agricultural activity and design a large area of the territory. On São Miguel Island today are found two of the oldest tea plantations in Europe, combining production with museum activities of documentation and interpretation of the relationship between the tea plantation, the landscape and cultural habits.

Despite the greater weight in terms of extension of the rural territory, and its predominantly agricultural use, there is today an economic diversification with the tertiary sector representing about 2/3 of the companies and of the turnover.

Ponta Delgada, in turn, is the most relevant economic hub in the Region, aggregating more than 1/4 of the total number of companies, with more than 40% of its turnover and 1/3 of employment. The tertiary sector is clearly the most relevant, aggregating about 80% of the business fabric and employment. The primary sector, despite its presence in the landscape and imagery, now

represents around 1/10 of the number of companies and an even smaller proportion of turnover and employment.³⁹ However, given the family nature of the business models, official data may not fully reflect the number of people employed in this sector⁴⁰.

Tourism activity

Tourism has gained prominence in the Azores, based on the exceptional geological wealth and biodiversity, architectural, archaeological and cultural heritage. The Smart Specialisation Strategy includes tourism as a priority area, now associated with heritage in its review for the 2021-2027 cycle.



Since the liberalisation of airspace in 2014 and the implementation of a new model of public service obligation in inter-island connections, with the mainland and Madeira, a sharp growth in tourism has developed: the approximately 300 accommodations in 2014 have grown to over 2,500 in 2019, and the increase in the number of guests was over 245%⁴¹, with more than 3 million overnight stays and a weight of more than 10% in the GVA of the regional economy⁴². The current health crisis has led to a sharp drop in demand of about 70% in 2020 compared with the previous year⁴³, in line with the overall performance of European destinations. Nevertheless, the Azores has stood out internationally as a safe and welcoming destination, and has been gradually recovering tourism demand. In 2020, the hotel supply ensures 2,719 establishments, of which 220 are hotels and rural and residential accommodation, totalling 26,500 beds⁴⁴. However, one of the greatest challenges faced by the sector remains: the very pronounced seasonality and the average stay of three nights, which is clearly short considering the Region's potential.

The strategic vision of the Azores destination gives primacy to the exuberance of its natural landscape and volcanic uniqueness, complemented by nautical, cultural and wellness tourism. The tourism growth path is firmly anchored on principles of sustainability that ensure the preservation of the delicate balance of the Azorean landscape. The Azores are the first archipelago in the world to be certified as a Sustainable Tourism Destination by EarthCheck – an entity accredited by the Global Sustainable Tourism Council. The Azores DMO, under the authority of the regional government, is the entity dedicated to the coordination of sustainability initiatives in the tourism sector triggered by public and private partners and to the supervision of certification. The Region's strong commitment to the sustainability pathway is translated into a Tourism Destination Sustainability Action Plan dedicated to the next decade, which integrates sustainability standards aligned with the Sustainable Development Goals. Thus, the regional tourism

³⁹ INE, Companies (no.), Employees (no.), Turnover (€). 2019.

⁴⁰ PONTA DELGADA MUNICIPAL COUNCIL – *Plano Integrado de Regeneração Urbana Sustentável de Ponta Delgada*. Ponta Delgada: Ponta Delgada Municipal Council, 2020.

⁴¹ REGIONAL GOVERNMENT OF THE AZORES – *Ris 3 2021-2027, Estratégia de Especialização Inteligente da Região Autónoma dos Açores*. Ponta Delgada: Government of the Azores, 2020.

⁴² SREA, REGIONAL SERVICE OF STATISTICS OF THE AZORES, *Estatísticas do Turismo*, 2019.

⁴³ SREA, REGIONAL SERVICE OF STATISTICS OF THE AZORES, *Tourism Statistics*, 2020.

⁴⁴ SREA, REGIONAL SERVICE OF STATISTICS OF THE AZORES, *Tourism Statistics*, 2020, establishments in activity (no.), accommodation capacity (no.).

strategy has been implementing training actions for tourism agents, actions to encourage environmental sustainability and continuous monitoring models.⁴⁵ The vision of a sustainable tourist destination integrates the preservation of its greatest cultural values, specifically two World Heritage Sites (the Historic Centre of Angra do Heroísmo and the Pico Vineyard Landscape), four Biosphere Reserves and a Geopark, all with the UNESCO seal of approval.

In this context, Ponta Delgada has greatly strengthened its role as the Azores' gateway city, hosting the main international airport and port, as well as the largest concentration of facilities. The tourism sector has thus been leveraged by Ponta Delgada, which in 2019 absorbed half of the Azores' tourist demand, making up around 460,000 guests⁴⁶. Tourists are distributed in almost equal proportion between nationals and foreigners, of whom around 70% are Europeans.⁴⁷

Ponta Delgada provides, in 2019, 29 hotels, of which three five-star units, 17 hotel units and rural tourism and housing, providing almost 5,300 beds, to which can be added a camping park, a youth hostel and the current supply of 934 units of local accommodation⁴⁸. The average stay is only three nights and, although constrained by the strong seasonality, the average occupancy rate is around 56%, in line with sustainability assumptions regarding tourism absorption capacity, but with the capacity to accommodate a growing demand. Ponta Delgada's range of services is complemented by the other establishments in São Miguel, which make up 18 hotels, 33 rural tourism units, two camping parks and local accommodation.

Ponta Delgada's tourism development is guided by its Strategic Plan⁴⁹ which includes an extensive mapping of the architectural heritage, cultural and leisure facilities, festivities and events, and natural resources. The Strategic Plan identifies nature tourism, sea tourism, urban tourism, religious tourism as product clusters, recognising the focus on cultural tourism as a strategic product transversal to tourism qualification. Nature tourism being the most important product in the Region, there is an unexploited potential in its inescapable relationship with culture, whether by shaping values between man and nature, or by the products resulting from this relationship, or as a tool for interpreting the place. The commitment to a Cultural Strategy for Ponta Delgada reinforces the opportunity for innovation and improvement of the tourism range of service, one of the greatest challenges facing the municipality is the necessary improvement in the qualifications of human resources and quality of services.

45 REGIONAL GOVERNMENT OF THE AZORES – *Strategic and Marketing Plan for Tourism in the Azores*. Ponta Delgada: Government of the Azores, 2015.

46 Data regarding the no. of guests in Hotels and Rural and Residential Tourism from INE (2019). Data regarding the number of overnight stays in Local Lodging from SREA (2019).

47 INE, Guests (no.), by Place of Residence (Country), 2019.

48 REGIONAL SECRETARIAT FOR ENERGY, environment and tourism, Local Accommodation Units in Ponta Delgada, 2020..

49 PONTA DELGADA MUNICIPAL COUNCIL – *Strategic Plan for Tourist Development of Ponta Delgada 2017-2021*. Ponta Delgada: Ponta Delgada MUNICIPAL COUNCIL, 2016.

PONTA DELGADA

1

UNESCO
seal

10,
542

beds

1.5^M

overnight stays*

982

accommodation units

550,
000

visitors by sea

* Data regarding the number of overnight stays in Hotels, Rural and Residential Tourism from INE (2019). Data regarding the number of overnight stays in Local Lodging from SREA (Regional Statistical Service of the Azores) (2019).

AZORES

7

UNESCO
Seals

26,
500

beds

3^M

overnight stays

1,2^M

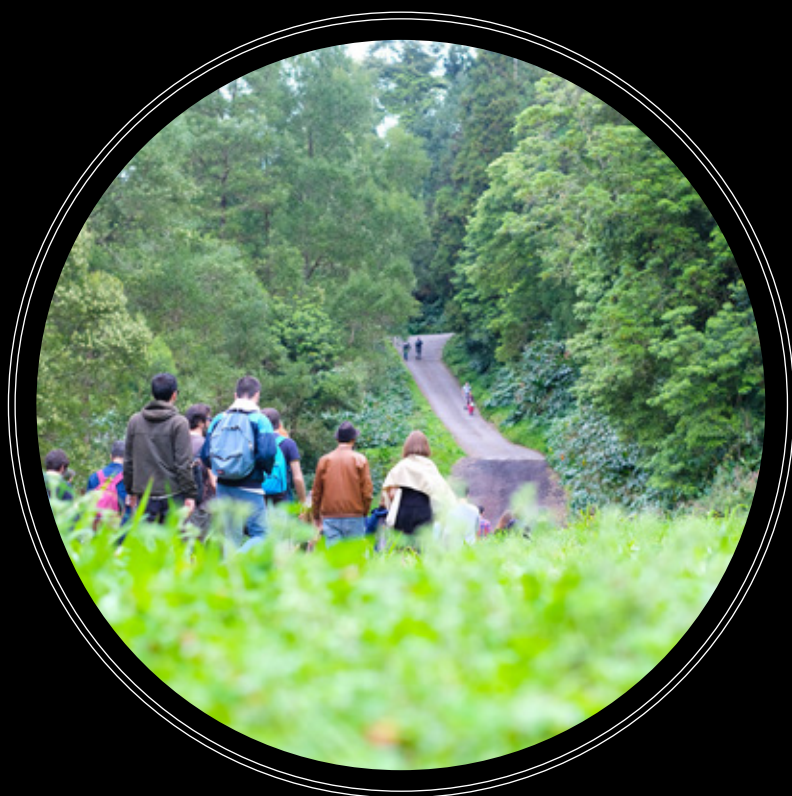
visitors by sea

2,
719

tourism
establishments

Earth
Check

certification Sustainable
Tourism Destination (1st
archipelago in the world)







2 WAYS OF MAKING CULTURE

2.1

Azoreanity — culture with a name

Being Azorean carries such a strong character that it was attributed its own name by Vitorino Nemésio⁵⁰: *açorianidade* (azoreanity)⁵¹. *Açorianidade* condenses in a concept a way of being marked by the archipelagic condition, by isolation and human dispersion, and that is carried inwardly by the Azoreans, even when far from their native Archipelago⁵².

In the Cultural Strategy of Ponta Delgada there is a necessarily comprehensive understanding of culture, as a context that shapes the character and way of inhabiting this place. In particular, the cultural construction of the people of Ponta Delgada is inseparable from the history of their relationship with an eccentric, beautiful and tumultuous geography and nature. Nevertheless, the understanding of culture is also necessarily operative and aligns with UNESCO's assumptions that define it as "*the set of distinctive spiritual, material, intellectual and emotional characteristics of society or a social group, encompassing not only art and literature, but also lifestyles, coexistence, value systems, traditions and beliefs.*"⁵³ This Cultural Strategy therefore addresses professional artistic and creative public activity as well as social, educational, territorial and environmental management, economic development and tourism policies.

50 Vitorino Nemésio (1901-1978), poet, storyteller, novelist, chronicler, essayist, lecturer and teacher, was a remarkable figure of Portuguese literature and intellectuality.

51 VITORINO NEMÉSIO – *Açorianidade* In *Revista Ínsula*. Ponta Delgada: 1932

52 MACHADO PIRES, António – *Açorianidade*. In Regional Directorate of Culture of the Azores – *Enciclopédia Açoriana*. Regional Directorate of Culture of the Azores, 1995.

53 UNESCO – *The 2009 UNESCO framework for cultural statistics (FCS)*. Montreal: UNESCO Institute for Statistics, 2009.



Ponta Delgada
© Paulo Rodrigues Jorge



UNESCO's concept of culture is accompanied by the recommendation to analyse the sector according to a cycle of cultural creation, which continuously feeds back and recreates itself, in contrast to the idea of a cultural production chain with a unidirectional sense directed from the creative to the end user/consumer⁵⁴. Taking this idea of value cycle as a reference, the following stages are considered in the analysis: education and research; creation and production; dissemination and exhibition; reception and participation.

As for the domains of activity that make up the cultural and creative sector, the selection results from the crossing between the analysis grids stipulated by international bodies such as UNCTAD and the particularities of this sector in the context of Ponta Delgada and the Azores. Thus, it was decided to analyse the subsectors that best reflect the local organisation of cultural agents: Crafts; Performing Arts; Plastic and Visual Arts; Audio-visuals; Books and Publishing; Music.

54 UNESCO – *The 2009 UNESCO framework for cultural statistics (FCS)*. Montreal: UNESCO Institute for Statistics, 2009.

2.2

The Strategy Development Process

The Cultural Strategy is designed to look at Ponta Delgada, but also at its relationship with the outside: with the Island of São Miguel, other islands and their respective municipalities of the Azores Archipelago, the Regional Government and its strategic guidelines, the European Union and its agendas, the Azorean Diaspora and the world.

Thus, the Cultural Strategy of Ponta Delgada articulates different scales (see the illustration on the right side).

The Cultural Strategy of Ponta Delgada is presented as a living document, a support guide for the implementation of a strategy for this decade that can be interpreted and adapted according to its implementation cycles. Its elaboration results from an intense process of crossing perspectives, disciplinary areas, scales and actors. This process, concomitant with the preparation of the application of Ponta Delgada – Azores to become the European Capital of Culture, determined a close articulation of the sounding processes and a reciprocal sharing of its findings.

Transatlantic scale

integrating Azores in the
Macaronesia Region and
highlighting its historical and
current role as a connector
between the European, African
and American continents

European scale

managing its role in
the face of the new
strategic cycle

Regional scale

interpreting
the strategic
references issued
by the Regional
Government

Inter-municipal scale

looking for opportunities to work
in a network, starting with the
municipalities of the island of
São Miguel, and including all the
municipalities of the Archipelago

Municipal scale

paying attention to the
diversity of its 24 parishes

The process was triggered by the Azoreans and their cultural agents who, organised in the Civic Movement for a European Capital of Culture, mobilised more than 800 signatories through an open letter. In this letter, they expressed their collective desire to nominate the Azores for the European Capital of Culture, thus boosting a long-term cultural strategy capable of positioning

the Region's cultural production internationally. Consequently, two autonomous technical work teams were established, one dedicated to the development of the Cultural Strategy and the other to the Application, but with dialoguing work processes. In particular, the research and consultation process of the Strategy integrated the following moments:

1

Research and analysis of the strategic references

of the Azores Region in the areas of territorial development such as the current revision of the Innovation and Research Strategy for Intelligent Specialisation that establishes the key areas of investment, the Strategic and Marketing Plan for Tourism, the Regional Program for Climate Change. Attention was also paid to collective commitments such as the Sustainability Primer aligned with the UN Agenda 2030.

The Cultural Strategy also brings together the strengths mirrored in municipal references, in particular in Ponta Delgada's Strategic Development Plan, which already includes a focus on culture and the possibility of applying to become the European Capital of Culture. The Cultural Strategy is also based on the vision of urban transformation advocated in the Integrated Plan for Sustainable Urban Rehabilitation and the principles of the Plan for Equality and Non-Discrimination. This analysis allowed the identification of ongoing strategic projects in which culture may acquire increased relevance.

2

Analysis of other candidate cities

for the European Capital of Culture and the relationship established by the application as an instrument at the service of a long term strategy.

3

Mapping of cultural resources

which stands out as an open instrument of signalling and categorisation of the immovable, intangible and natural heritage of the facilities; events and initiatives, of the cultural entities and agents of the educational agents and of social intervention.

4

Ongoing survey of audiences

in order to understand the profiles, cultural habits and barriers to cultural access that are observed in the municipality of Ponta Delgada. This survey will provide a baseline for continued analysis of audiences and cultural participation in Ponta Delgada in line with the parameters of the Eurobarometer.

7

Focus Group

with members of the European Capital of Culture Advisory Council, organised around the following themes: a) youth/ education/social work; b) economy/tourism; c) cultural industries; d) land use planning/environment/ patrimony.

See Annex II – Surveying.

5

Background interviews

with public policy representatives and technical teams, in the areas of culture, social cohesion and youth, urbanism, environment, entrepreneurship, science and digital transition, tourism. The interviews covered the municipal, inter-municipal and regional scales and the entire political spectrum of Ponta Delgada.

See Annex II – Surveying.

6

Workshops

to stimulate proposals for action for the cultural development of Ponta Delgada, bringing together leaders of cultural action in dialogue with the thematic areas of the environment and urbanism, creative economy and tourism, knowledge and empowerment, participation and inclusion.

See Annex II – Surveying.

8

Survey of Azorean Municipalities

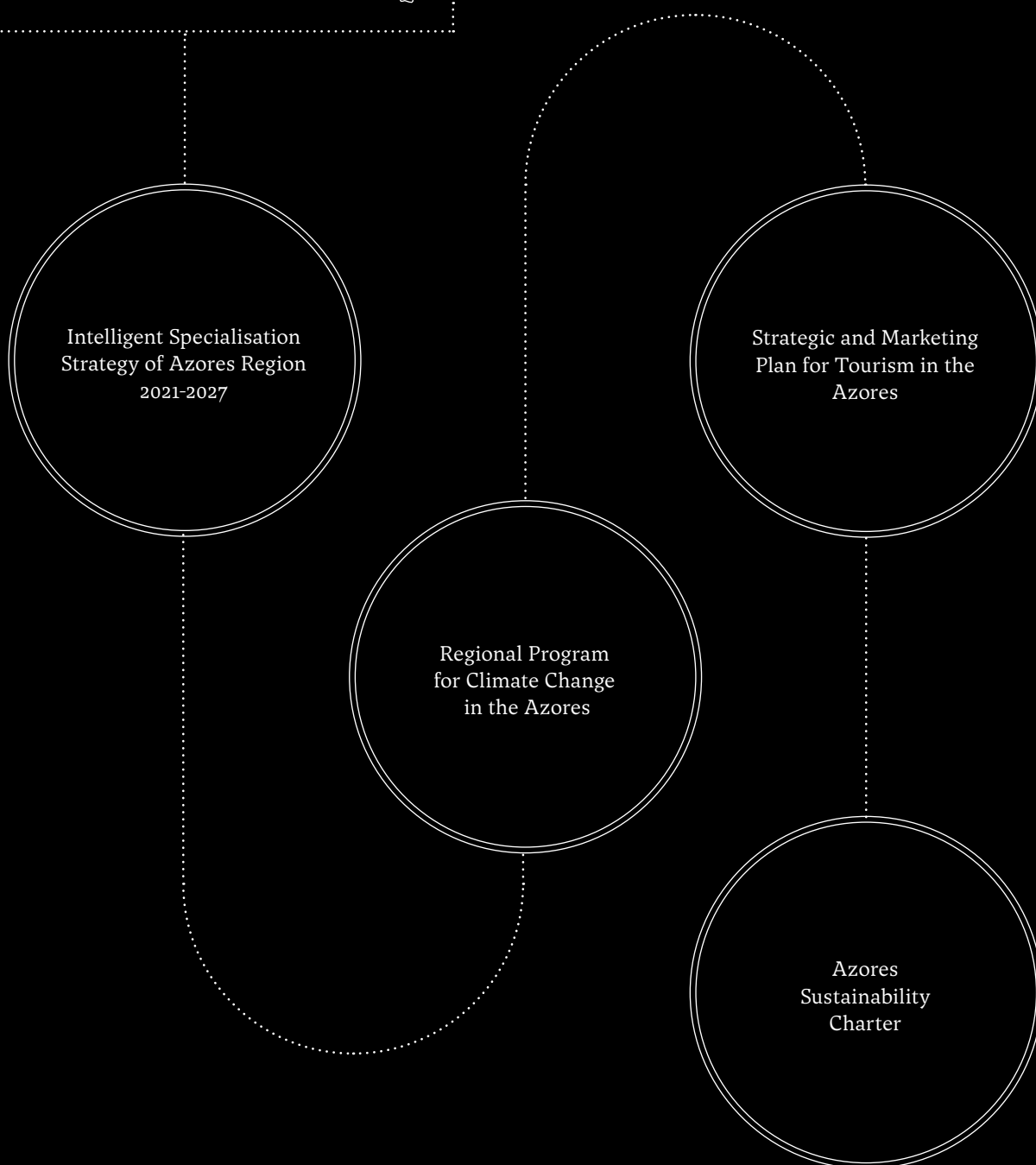
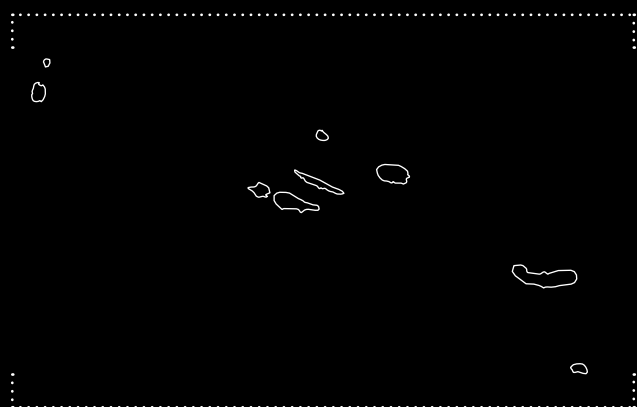
to map the cultural resources with greatest potential for networking.

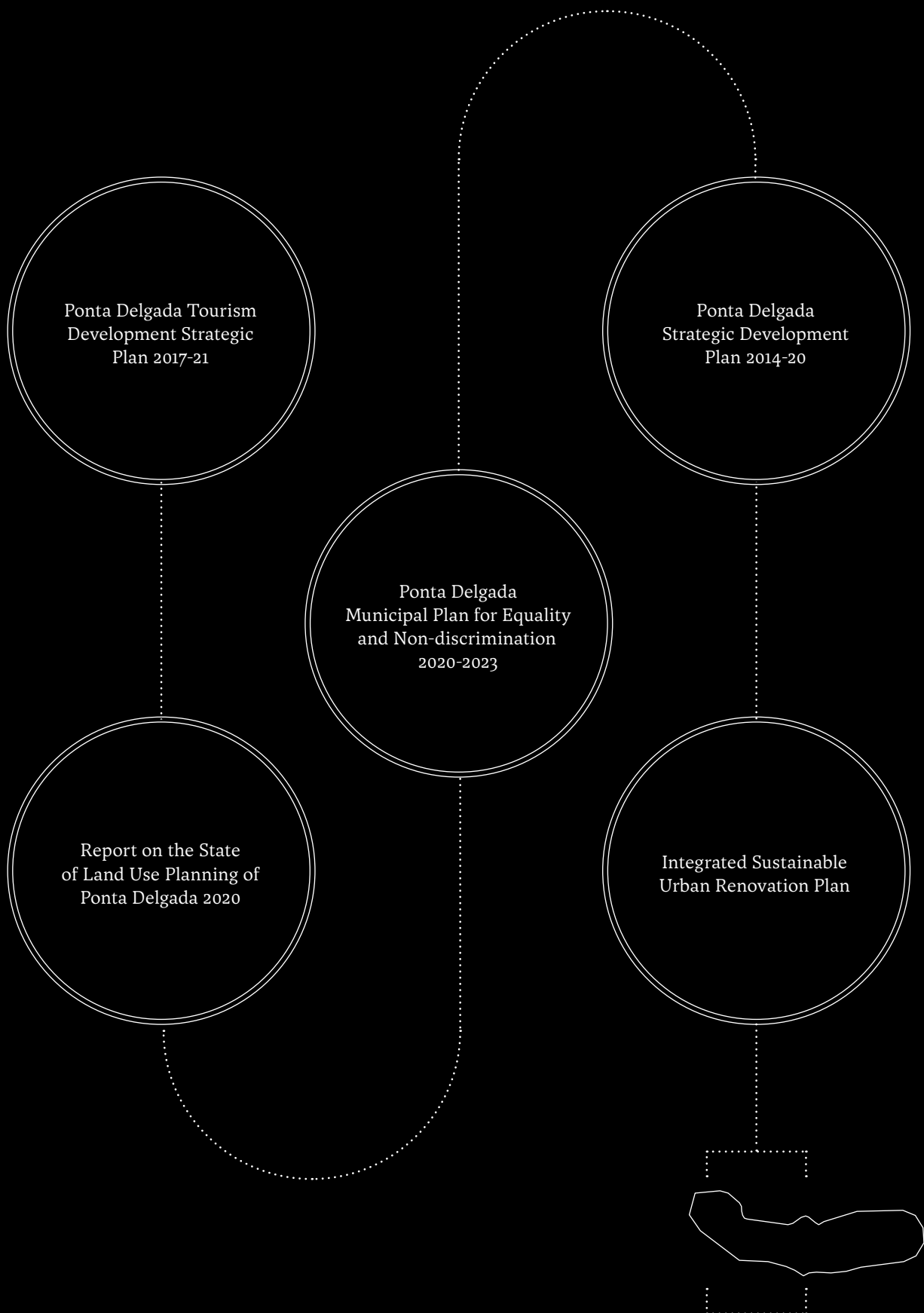
9

Looking to the Future Conference

dedicated to imagining futures for Ponta Delgada from emerging voices, creative leaders and citizens of Ponta Delgada and open to the public.

ALIGNMENT WITH MAIN LOCAL
AND REGIONAL AGENDAS





The surveying, debate and creativity process thus interacted with more than 270 citizens, publics, artists and creatives, entrepreneurs, cultural technicians, political leaders, institutional representatives. The participation model itself – open to broad forms of cultural expression, instigator of cross-fertilisation between disciplinary areas and connector between the local and regional scales – revealed itself as agitator of routines. The working process itself revealed the Azoreans' intense desire to see culture as a fertile breeding ground for cooperation.

The research of information for the development of the strategy was also based on the interactions triggered by the team responsible for the application to the European Capital of Culture among cultural agents and citizens. The growing and empathic mobilisation around the application has already reached more than 400 people directly and continues to be fed in the following platforms:

1

Consultative Council

the management body of the application which includes 34 representatives of important institutions in the civic, cultural and scientific life of the Azores with strategic contributions to the European Capital of Culture project.

2

Azores 2027 website

a platform that provides information on the application process, includes a tool for voluntary mapping of cultural agents and continuously publishes content produced by Azorean cultural agents.

3

Laboratory of shared imagination

cycle of exercises in the future of Ponta Delgada and the Azores with agents from different social backgrounds.

4

9 Ilhas à conversa

(9 Islands in conversation) application team's tour around the archipelago to talk to the cultural and creative sector and communities, crossing culture with education, environment, urbanism, social action, tourism, among other areas.

5

Porta Aberta

(Open Door) weekly availability of the application team to welcome any questions from citizens, in an itinerant format in various locations in the Azores, schools and associations.

6

9 Bairros

(9 neighbourhoods) digital editorial project that makes the producers of culture in the Azores known through interviews, writings, pop-up concerts, photographic portfolios and playlists, among other formats.

7

Mão em Mão

(Hand in hand) open call for the presentation of micro-projects to trigger cultural, social and educational interventions.

8

9×9

pilot program of artistic residencies in partnership with Azorean agents, cultural institutions and municipalities.

9

Honour Commission

the management body of the application which includes 114 personalities whose biography and curriculum are related to the Azores and who see themselves as international ambassadors of the project, mobilising networks and collaboration intentions.

10

Social networks

facebook, instagram, youtube – daily mobilisation of the digital community around Azorean culture and the application.

ARTICULATION BETWEEN
CONSULTATION PROCESSES

| |
|--------------------------------------|
| Mapping |
| resources |
| 1,800+ |
| Interviews |
| participants |
| 35 |
| Survey to the Municipalities |
| Public Surveys |
| participants |
| 100 |
| Workshops |
| participants |
| 27 |
| Focus Group |
| participants |
| 15 |
| Envisioning the Future Conference |
| participants |
| 84 |

Cultural
Strategy
Process



ECoC Application Process

Honour
Committee
members
114

Website

Social
Media

9 Neighbourhoods
contents/chronicles
58

Hand in Hand
Micro Funding
national/
international
proposals
53

Laboratory
of Shared
Imagination
sessions
14
participants
70

Open Door
sessions
22
participants
77

9x9 residencies
9 artists
in 9 islands

Executive
Council
members
34

9 Islands in
Conversation
child and
young students
39
associations
50
agentes culturais
170



NUMBER
OF ENGAGED
PEOPLE

800+

signatories
Civic Movement

270+

people
Cultural Strategy
Consultation

400+

people
Mobilisation European
Capital of Culture





Embarcação do Inferno
© Fernando Resendes / Micaelense Theatre



3 PORTRAIT OF THE CULTURAL AND CREATIVE ECOSYSTEM

3.1

Public Resources and Public Policies in Support of the Ecosystem

3.1.1 Heritage

The natural and cultural landscape of Ponta Delgada, as well as that of the wider territory in which it lies, is rich in heritage values of reference, such as the rich biodiversity associated with the volcanic landscapes and the coastline, but also its immovable and intangible heritage.

Ponta Delgada has a very significant number of assets classified as Immovable Cultural Heritage. There are currently 50 classified properties⁵⁵, in the fields of civil and religious architecture, with almost all of these properties classified as Monuments, and only one property classified as a Site. Here we can highlight, illustrating its diversity, the Pico Vermelho Windmill (Brittany), the City Gates (São Sebastião – Ponta Delgada), Nossa Senhora dos Anjos Parish Church (Fajã de Baixo), the Micaelense Coliseum (S. José – Ponta Delgada) and the Garden, Palace and Greenhouse, José do Canto (Matriz/S. Sebastião – Ponta Delgada).

It is also worth highlighting the presence in Ponta Delgada, and in São Miguel, of heritage recognised as Intangible Cultural Heritage, associated with traditional techniques, rituals and festivals, oral expressions and gastronomy. Specifically, 10 items have been identified⁵⁶. In this context, the significant wealth and uniqueness of cultural practices associated with religiosity and faith stand out, whose expression spans the entire territory of Ponta Delgada, São Miguel and the Azores. While it is true that these practices have moments of greater annual exposure in the municipality of Ponta Delgada, on

55 GOVERNMENT OF THE AZORES – *Inventário Regional do Património Cultural Imóvel dos Açores*.

56 REGIONAL GOVERNMENT OF THE AZORES – *MatrizPCI – Inventário Regional do Património Cultural Imaterial dos Açores*.



the occasion of the great Feast of the Divine Holy Spirit (July), or the Feast of Senhor Santo Cristo dos Milagres (5th week after Easter), these cultural practices associated with devotion are a permanent identity mark of the culture of Ponta Delgada, São Miguel and the Azores (in the case of the Divine Holy Spirit), regardless of their place of residence.

| | | | |
|---|------------------------|--|--------------------------------------|
| — | 50 | 10 | 1 |
| | classified heritage | elements of intangible heritage inventoried | underwater archaeological park |

Besides these rituals and festivities celebrated, not exclusively, in Ponta Delgada, it is also worth mentioning other relevant events in terms of heritage in São Miguel, such as the pilgrimage of Nossa Senhora do Rosário (Lagoa), as well as the artisan production of black tea in Seara (Sete Cidades) and fresh goat cheese (Sete Cidades), in the area of gastronomy, and the artisan production of corn flag (Arrifes), in the area of traditional techniques⁵⁷. It is also worth mentioning the process that has been started to formalise the application for the Romarias de São Miguel to become a Unesco Intangible Heritage Site, which will celebrate its 500th anniversary (2022).

The cultural wealth of the territory also extends to the existence and enhancement of archaeological heritage. Near the city of Ponta Delgada is located the underwater park "Dori" (2012), recognised as an underwater archaeological park by the Regional Government, where the wreck of the ship Dori (Edwin L. Drake) belonging to the North American fleet "Liberty Ships" from the II World War is deposited. Besides the archaeological heritage in a good state of conservation, this site is also much sought after for the richness of common species of the Azorean sea. This archaeological heritage is inscribed in the Guide of the Azores Underwater Cultural Heritage (RG), where there are other 29 existing sites all over the territory of the Azores. At the level of the Archipelago, the Underwater Archaeological Park of the bay



S. Nicolau Church
© Ponta Delgada Municipal Council



of Angra do Heroísmo (2005, Terceira) stands out, the first of its kind in the Azores and holder of the title of European heritage. The presence of this type of heritage in the Azores attests to the strategic importance of this territory over the centuries.

The image of the municipality of Ponta Delgada, and of the island of São Miguel, also known as Green Island, is inseparable from its Natural Heritage. This includes natural and forest areas and areas of geological interest whose value has been recognised locally and internationally. Ponta Delgada is part of Geoparque Açores, integrated in the network of World Geoparks of UNESCO, specifically through 9 geo-sites. Among these geo-sites, we highlight the Caldeira do Vulcão das Sete Cidades, Serra da Devassa, Gruta do Carvão, Ponta da Ferraria and Pico das Camarinhas, for its centrality in geo-conservation strategies and actions to enhance and promote tourism in the Azores Archipelago. Also in Ponta Delgada, the Sete Cidades Lagoon is classified as a Wetland of International Importance (UNESCO), along with 12 other sites in the archipelago.

In addition to the international mechanisms for recognising and safeguarding this heritage, Ponta Delgada is also part of the Natural Park of the Island of São Miguel, which is part of the Regional Network of Protected Areas of the Autonomous Region of the Azores. In particular, the municipality has 9 classified sites within the Park, as well as the Sete Cidades Lagoon Park Shop and the Pineapple Culture Interpretation Centre, which are privileged infrastructures for the promotion of part of the natural and cultural heritage of Ponta Delgada.

The wealth of terrestrial and marine heritage, and its identification and enhancement, extends to the island of São Miguel and the Autonomous Region of the Azores. In the area of heritage, the Archipelago has been working productively to identify, preserve and value its resources in a joint manner. Also individually, the agents have known how to take advantage of their heritage specificities. By way of example, mention should be made of the Cultural Assets inscribed on UNESCO's World Heritage List: the Historic Centre of Angra do Heroísmo – Terceira island (1983), for having been an obligatory port of call during the Maritime Discoveries between the 15th

and 19th centuries; and the Vine Culture Landscape – Pico Island (2004), for being a remarkable example illustrating the transformation of a rocky and apparently unproductive landscape, by the first settlers in the 15th century, into a productive place for winegrowing.

In the scope of heritage in Ponta Delgada it was possible to identify that there is still a great potential to develop at the level of valorisation and recognition of the underwater archaeological heritage. Also at the level of intangible heritage there are few support tools for the identification, interpretation and development of itineraries. Finally, it is evident the reduced relation between heritage and contemporary creation.

3.1.2 Cultural infrastructure

Cultural facilities (theatres, coliseums, cinemas, museums, libraries, galleries, cultural centres, multipurpose rooms, etc.) are structures with great potential for stimulating interaction between the public and the various cultural events, as well as the territories in which they are active.

The cultural production and dissemination facilities that are presented here are based on national statistical data (INE) regarding facilities with cultural purposes and/or uses existing in Ponta Delgada and in the Autonomous Region of the Azores. The Micaelense Coliseum (LG) and Micaelense Theatre (RG) are the two most emblematic venues in the municipality of Ponta Delgada for the presentation of live shows, integrated into a regular program. In total, they have 8 rooms/spaces with a capacity for 4,094 people, 2,852 of which are seated. Apart from these auditoriums/spaces, Ponta Delgada also has other facilities specifically for the presentation of live shows, such as the Municipal Culture Centre, the Natália Correia Centre, and the Fenais da Luz and Santo António Cultural Centres, under the Local Government's management, and the Luís de Camões Auditorium/Conservatory, the Portas do Mar – amphitheatre and pavilion, the São Miguel Stadium and the XXI Century Park – amphitheatre, under the Regional Government's management. These facilities correspond, respectively, to 20% of the total of these spaces in the Region and 55% of their total capacity, demonstrating the capacity of Ponta Delgada to host larger live shows in the regional context. In addition to the equipment inventoried by INE (Statistics Portugal), Aula Magna of the University of the Azores is worth to be noted. It is an iconic building with 420 seats, a stage for institutional events and occasional cultural programming.

This range of services are complemented by other facilities of this nature existing on the island of São Miguel. The diversity ranges from examples such as the Cineteatro Lagoense (LG) in Lagoa, the Teatro Ribeiragrandense (LG) or the blackbox of Arquipélago – Contemporary Art Center (LG) in Ribeira Grande, the Açor Arena (LG) in Vila Franca do Campo to the Cultural Activities Center (LG) in Nordeste.

MAIN PUBLIC CULTURAL FACILITIES
OF PONTA DELGADA MUNICIPALITY

① Santo António Cultural
Centre

② Fenais da Luz Cultural
Centre

③ Natália Correia
Cultural Centre

④ XXI Century Park

⑤ Micaelense Coliseum

⑥ Micaelense Theatre

⑦ Carlos Machado
Museum

⑧ Public Library and
Regional Archive of
Ponta Delgada

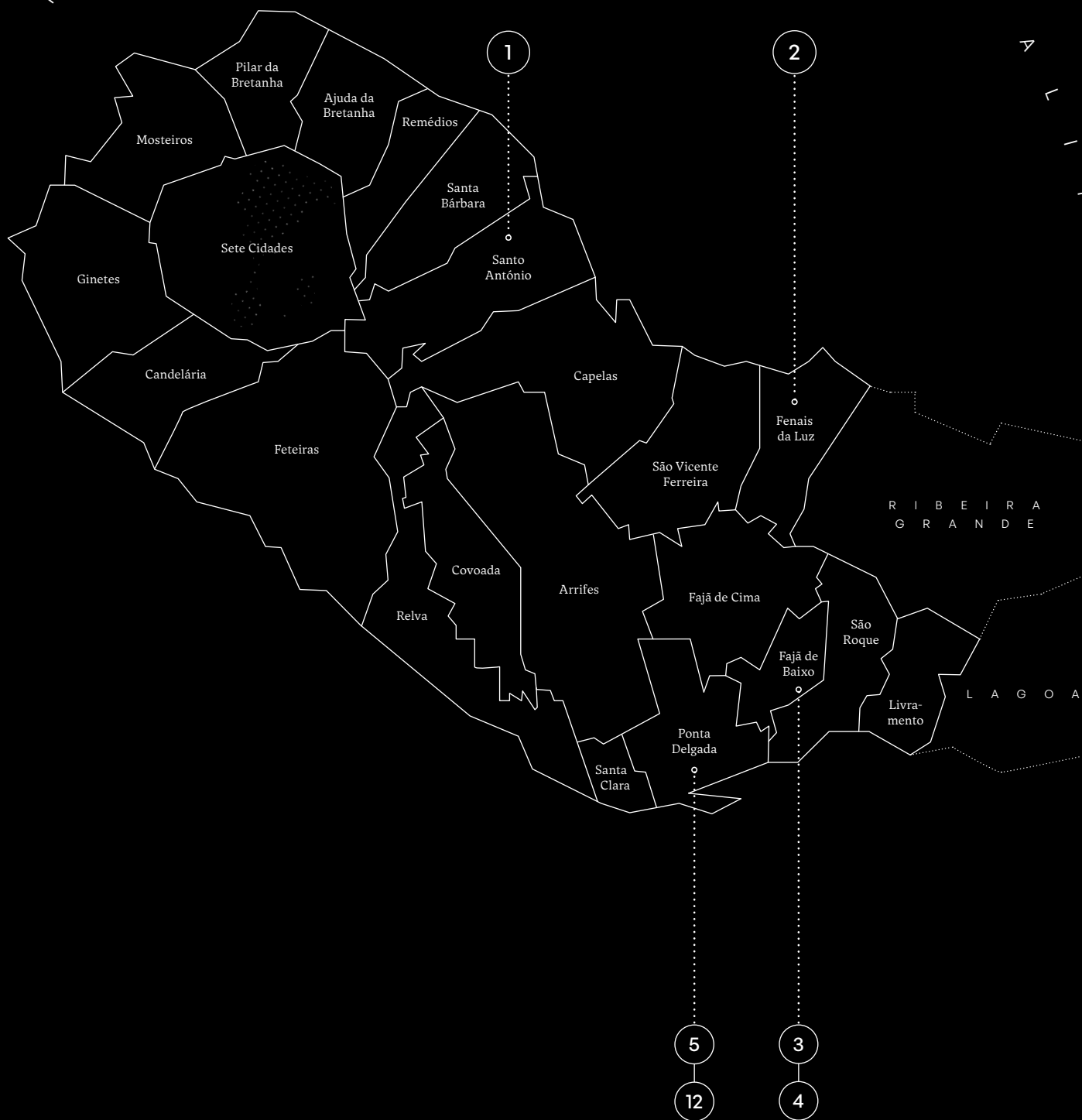
⑨ Azores University,
auditoriums

⑩ Regional Conservatory
of Ponta Delgada

⑪ Municipal Cultural
Centre

⑫ Portas do Mar
– amphitheatre
and pavilion

P O N T A D E L G A D A M U N I C I P A L I D A D E





This provision of public cultural facilities contributes to the overall range of services existing in the Autonomous Region of the Azores. In total there are 10 venues in the Region specifically intended for the presentation of live shows, from the largest to the smallest islands, which have 20 rooms/spaces, with a 7,504 person capacity, with 5,744 seated. As an example, one should mention the Cultural and Congress Centre of Angra do Heroísmo, the Cultural Centre of Graciosa Island, and the Multipurpose/Cultural Centre of Corvo.

| | | | |
|---|----------------------|--------------------|---------------------|
| — | 10 | 7,504 | 5,744 |
| | live shows venues | person capacity | seating capacity |

Ponta Delgada also has art galleries and other temporary exhibition spaces, which host exhibitions for non-essentially economic or profit-making purposes. According to official statistics, the municipality has 5 facilities of this nature, corresponding to 17% of the total existing in the Region. Spread across the county, the Carlos Machado Museum, the Municipal Culture Centre, the Hebrew Museum – Ponta Delgada Synagogue, the Fenais da Luz Museum Centre and the Santo António Cultural Centre present a regular cultural program and serve as exhibition spaces.

Museums are cultural institutions dedicated to the acquisition, conservation and exhibition of material testimonies of man and his environment, for study, education and leisure. In Ponta Delgada, there are three public museums. The Carlos Machado Museum (RG), represented in its three nuclei – Santo André, Santa Bárbara and Sacred Art, is a centenary institution of reference in this field. The Hebrew Museum – Sahar Hassamain Synagogue (LG) and the Military Museum of the Azores (NG) also stand out.

It is worth mentioning the recognised role that the Carlos Machado Museum has been playing in the context of its activity of study and active dissemination of the local and regional heritage, specifically through its educational service. With innovative programs and initiatives aimed at various types of public, developed in partnership with CRESAÇOR, both physically developed, in a decentralised manner in the territory, and online.

The Sete Cidades – Para além da paisagem (Beyond the landscape) (in the Sete Cidades community) and De Fenais a Fenais (From Fenais to Fenais) (in four parishes on the northern coast of Ponta Delgada) projects, and the Museum and School [which resulted, in 2021, in the video installation A Arte Sacra Sob Uma Ótica Futurista (Sacred Art from a Futuristic Point of View)] are examples of this.

In Ponta Delgada there are also places known as Museums, such as the one in Fenais da Luz (LG), dedicated to the preservation and valorisation of popular and ethnographic culture, specifically associated with agriculture and fishing, or Museum-Houses, such as the one belonging to José da Costa Franco (LG).

On the island of São Miguel it is also possible to find other museological spaces, such as the Museum of Azorean Emigration, in Ribeira Grande, the Anthropological Museum of Vila Franca do Campo, in Vila Franca do Campo or the Lagoa Museum, located at São Francisco Convent in Lagoa. There is also a significant and diverse set of public museums distributed throughout the regional territory, diversity that refers both to public management (local/regional), to its scope (regional/island/municipal/parish museum), and to the theme to which it is dedicated (e.g. environment/sustainability, crafts and popular expressions and heritage). Among these 33 regional public museums are the Museum of Angra do Heroísmo, the Museum of Horta, the Museum of Pico, the Museum of Santa Maria, the Museum of Graciosa, and the Museum of Flores.

The mapping work allowed identifying the reduced flexibility in the definition of timetables, both for facilities such as museums, with consequences at the level of cultural fruition by populations and tourists. It may be relevant, in the future, to introduce changes at this level, either permanently or through the creation of special days and/or initiatives (e.g. Night of the Museums, initiatives such as "open house", volunteer grants for caretakers and informal cultural guides). It was also detected the need to strengthen the public mediation services and the articulation between the existing services.

3.1.3 Programming

Cultural programming represents the materialisation of the cultural and artistic dynamics of a given territory, and this may be regular or sporadic and take on different types of manifestations.



In the context of the public cultural programming of Ponta Delgada, 24 exhibitions were held in 2019, in art galleries and other temporary exhibition spaces, representing an average of two exhibitions per month. In these there were exhibited 1,358 works, by 55 authors. The figures for exhibitions held recorded a significant decrease from 2018, breaking a growth trend of the previous five years, in relation to the number of exhibitions and the number of authors represented.



According to official statistics in 2019 there were 77 live performance sessions. This figure has been relatively stable over the last few years, with the Region as a whole experiencing an upward trend in this indicator over the last five years (reaching the number of 628 in 2019).

The mapping work also made it possible to detect a set of public entities with regular cultural programming, as is the case of the Public Library and Regional Archive of Ponta Delgada.

In the context of public cultural programming, the mapping study identified the non-existence of the position of Artistic Director associated with the management of both the Micaelense Coliseum and Micaelense Theatre. Considering the role of this type of function in the valorisation of the facilities and their territorial impacts, in particular through the establishment of geographically and socially contextualised artistic projects, one can foresee the relevance of Micaelense Coliseum being able to incorporate a professional fully dedicated to artistic direction with autonomy and political legitimacy. Notwithstanding those constraints, Micaelense Theatre, as an instrument of regional management, has carried on its work on welcoming national and international reference productions, as well as promoting local production and the integration into national networks of distribution and co-production.

The show schedules were also identified in the mapping process as an obstacle to a deeper cultural and artistic experience by the population and tourists. It is foreseen as important that in the future changes may be introduced at this level, either permanently or by creating special days and/or initiatives. Related to this weakness, difficulties were also identified in access to shows by populations and tourists coming from the municipality of Ponta Delgada and the rest of São Miguel, due to the availability of public transport (e.g. circuits and schedules). During the consultation process, cultural agents and public policy decision makers expressed their wish for greater approach and coordination among local cultural institutions, whether those of local or regional public management.



3.1.4 Public Policies

The municipality of Ponta Delgada has been benefiting from a number of cultural policy initiatives on the part of the local government, as well as actions developed by public policies on a regional scale.

With regard to public funding for cultural and creative activities, the Ponta Delgada Municipal Council has allocated, in 2019, close to 3 million Euros, a value that has been registering relative oscillation, but remaining at values above 2.4 million Euros, in the last 5 years. Expenses in Performing Arts, and particularly in music, are the most prominent in the context of municipal public funding. Due to their relevance in the context of total funding, the expenditure in Cultural Heritage and the expenditure in Libraries and Archives should also be mentioned. The amounts allocated to these activities generally follow the trend of municipal expenditure in the Autonomous Region of the Azores. Note the absence of municipal funding specifically earmarked for Performing Arts Education between 2013-2019.

The Cultural Policy followed by the Municipality has been based, in recent years, on principles such as the decentralisation of activities and the diversification of cultural activities and attraction of new audiences. Regarding the former, the support for the setting up of infrastructures and the development of activities in areas of the municipality far from the urban centre of Ponta Delgada, in particular in the more rural parishes, stands out. Examples of this are the significant renovation of the facilities Centro Cultural dos Fenais da Luz – Núcleo Bartolomeu de Quental (2018). Within the scope of the promotion of the diversification of activities and audiences, the support to the production and exhibition of contemporary manifestations and the awareness of audiences and education through art stand out.

The cultural policy strategies have been diversified, including the enhancement of support infrastructures and heritage, support for creativity, exhibition and dissemination, and the strengthening of networks and partnerships.

The local authority carried out strategic investments in the rehabilitation and enhancement of cultural infrastructures, with emphasis on the Micaelense Coliseum and the Sahar Hassamain Hebrew Museum.

In the context of direct municipal support to creativity, we highlight, for example, the recently approved PACA – Artistic Creation Support Program, the establishment of the Natália Correia Literary Award (2021), or the policy of acquisition of artistic works (e.g., plastic and visual arts), among other direct financial support to cultural agents of the municipality.

In the context of exhibition, the Municipality has been investing in the promotion or support of differentiators events, capable of attracting not only the participation of national and international artists, but also of promoting a contemporary image of the territory. These include the organisation of the Writers' Archipelago festival (2018) and of NOMA AZORES – International Human Rights Film Festival (2021), which includes three awards, and the support to the Walk&Talk, Tremor, Música no Colégio and Paralelo festivals. On a mainly local and regional scale, there are also events promoted by the Municipality, such as the Batalha das Limas, Noites de Verão, PDL White Ocean, Animar PDL or the Micaelense Coliseum Carnival and New Year's

Eve dances. Through the programming of the Micaelense Coliseum, the Municipality promotes the regular programming of shows of various kinds and in various cultural areas, such as exhibitions, congresses, conferences, seminars, dances and dancing evenings and circus.

The deepening of partnerships and networks between cultural agents on different scales has also marked municipal cultural policy in the cultural area. Examples of this are the cooperation and partnership protocol for the joint promotion of cultural and artistic events with the Public Library and Regional Archive of Ponta Delgada (2021), with the Serralves Foundation (2010), as well as the nine twinning protocols, as is the case with Belmonte (2021), seeking synergies related to the historical, cultural and also touristic valorisation of the Hebrew legacy.

Ponta Delgada also benefits from the Regional Government's policy, with measures distributed throughout the entire value chain of cultural and creative activities – from training/education to exhibition/dissemination/distribution, not only from the spheres of amateur artistic and cultural production/performance and the promotion and democratisation of consumer habits, and the enhancement of cultural resources (in particular those associated with the built and intangible heritage), but also from the perspective of developing this sector of economic activity.

In the context of the direct promotion of the cultural and creative sector through direct support for production/performance, we highlight, as an example, the allocation of funds under the RJAAC – legal regime of support for cultural activities or the establishment of the Azores Craftlab incubator. Also exemplary is the creation of Arquipélago – Centro de Artes Contemporâneas, which, being located in Ribeira Grande, has been promoting multidisciplinary activities for the development of the artistic and cultural sector, with a strong vocation for social impact, in Ponta Delgada and the rest of the Azores.

At the level of cultural policy within the scope of training/education, the supervision by the Regional Conservatory of Ponta Delgada stands out, whose mission is the qualification of students through a broad and solid training, with particular focus on the musical component, enabling them to a professional option as musicians.

Regarding the exhibition, the Regional Government of the Azores promotes and supports events and projects in different artistic and cultural areas, such as the Cultural Season (RG), with programming in the areas of music (classical, erudite and popular), dance and theatre in all the islands.

Within the scope of partnerships and networks between cultural agents at different scales, it stands out as examples the establishment of the Regional Culture Council (2013) and the establishment of the Azores network of museums and visitable collections, an organised system of voluntary membership which aims to promote decentralisation, mediation, qualification and cooperation between museums and other entities.

An important part of the regional cultural policy with a direct impact on Ponta Delgada also involves cultural democratisation centred on raising awareness of cultural and artistic activities and promoting cultural habits. Examples include the work carried out by the Ponta Delgada Public Library and Regional Archive within the scope of promoting reading and cultural

literacy, as well as the Ler Açores program, integrated in the Regional Reading Plan, the continued work of the Ponta Delgada Regional Conservatory and the regional support program for recreational and philharmonic societies – SOREFIL.

It is also worth highlighting the growing association on the part of public policies, between cultural policies and other sectors of activity, such as tourism. However, there is still great potential to be developed in supporting innovation in the cultural and creative sector and the cross-fertilisation between this and other sectors of the economy. This includes, for example, the contribution of this sector to the creation of new and disruptive products and services (e.g. in the areas of Heritage), or to the communication of goods and services (e.g. in the development of new narratives and formats).

Both working towards territorial development through cultural policies, the Regional Government and the Local Government have different competences and logics of action. It is expected that in the future the work of permanent dialogue and coordination between agents and policies at different geographic scales may continue to be deepened. It is also worth noting that the recent association between Culture, Science and Digital Transition, within the Regional Secretariat that currently governs cultural policy in the Region, should be used to explore the significant potential of Information and Communication Technologies in the innovation of cultural and creative activities and in their contribution to the economy of Ponta Delgada and the Azores.



Tremor, 10000 Russos
© Carlos Brum Melo



Sophia
© Fernando Resendes / Micaelense Theatre

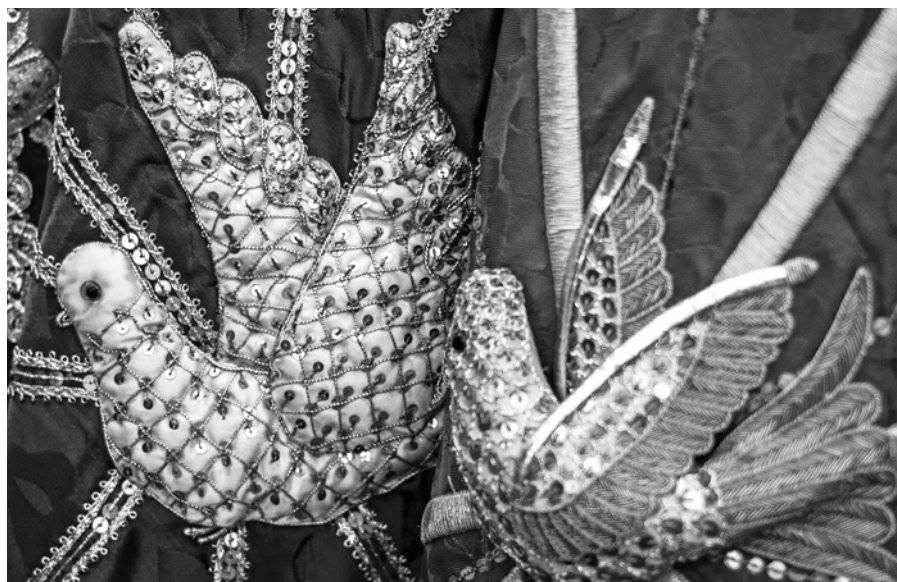
3.2

An approach to Cultural and Creative Economy

In addition to the unequivocal social value of culture and creativity, cultural and creative activities also have an important role as a source of wealth generation for the agents that develop them and for the territories from which they are developed.

Mapping the Cultural and Creative Economy is not a task without difficulties, which arise from the very particularities of these activities (e.g. organisation of the activity around projects, public and private sector agents and NGOs, small-scale creation/production). The analysis of the sector according to its value chain has been used and recommended internationally (e.g. United Nations – UNCTAD), as an approach that allows a clear description and analysis of the activities required for the creation of a product/service, from creation to enjoyment/consumption.

In order to systematise the information, the following activities of the value chain are considered: training/education/research, creation/production/performance and exhibition/dissemination/distribution. It should be noted that rather than an extensive analysis of all cultural and creative sub-sectors, and of all types of value chain activities, the intention is to highlight the most relevant aspects of Ponta Delgada's Cultural and Creative Economy. For the purposes of frameworking the dynamics of Ponta Delgada, other initiatives at São Miguel Island and the Azores Region are presented, as an example, whenever relevant to the analysis in question. It is not within the scope of this Strategy to map and analyze the Cultural and Creative Economy at a regional scale. It is recognized that the enumeration of some examples will always fall short on the wealth and diversity of cultural agents active in the Region. It is acknowledged, nevertheless, that contextualizing Ponta Delgada in the Region is crucial for the future agent collaborations improvement.



3.2.1 Crafts

In relation to creation/production/performance within the Craftsmanship sub-sector, in Ponta Delgada there is a significant number of companies and business projects focused either on traditional arts and crafts (e.g. works in fish scales, fig tree kernels and whalebone and tooth, pottery, lace and embroidery) or in other areas. It is worth highlighting the work that has been carried out by the Azores Crafts and Design Centre – CADA (Regional Government) in the enhancement and development of Azorean crafts and the contribution of this subsector to the local economy. In addition to the work at the level of certification, training, and dissemination, the establishment of the Azores Craftlab (2018, Ponta Delgada), in the modalities of physical and virtual incubation, represents a relevant step in supporting the strengthening of economic activities linked to Craftsmanship. This agent also has a role in the exhibition/dissemination/distribution, by organising in Ponta Delgada (as well as in other cities of the Azores), the Urban Handicraft Market (2014). In this context, a wide range of companies specialising in the marketing of handicraft products also stand out, as is the case with innOVare, Pele e Osso and Matéria 47 – Arts & Crafts Atelier. The training/education of arts and crafts was identified during the mapping process, as one of the weaknesses for a greater development of this subsector, having also been pointed out a potential to be developed in the intersection of Crafts and Design, for the renewal of the image of this subsector. The experimental work that has been developed in the context of artistic residencies by a group of agents should be highlighted.

3.2.2 Performing Arts

The provision of training in the field of Performing Arts in Ponta Delgada is done through a set of public schools. In this context, in the area of dance, we highlight Ana Cymbron's Dance Studio (1992), the Paz Dance School and the Studio 13 Performing Arts School, dedicated to training in classical and contemporary dance for children, young people and adults, amateurs or aspiring professionals. In Ponta Delgada there is no provision of teaching in the performing arts integrated in the public education system or activities related to Research and Development in this field, a situation common to other geographies in the regional territory.



As far as creation/production/performance is concerned, there is a significant set of agents, especially in the field of performance and choreography, working under their own name or integrated in groups, as is the case of 37.25NAP – performing arts nucleus or the Contemporary Dance Company Ballet Paz Theatre. It is also important to mention the ten folk groups that exist all over the municipality, keeping alive and updated the cultural tradition of Ponta Delgada, a situation that can be extended to São Miguel and the rest of the Archipelago.

There are also a number of cultural agents organised into non-profit associations, devoted to artistic training, production and creation, such as Despe-Te-Que-Suas (2008), Número Conciso and 9'Circos, which works with the circus arts as a recreational, educational and social inclusion tool. Also of note is Musiquim – Associação Musicoteatral dos Açores (2017), responsible for projects in the area of performing arts, in addition to MúsicaBebé! and Du-Dé-Du.

Regarding exhibition/dissemination/distribution, there is an event specifically dedicated to dance – Paralelo Dance Festival, which is characterised by covering various areas of artistic practices, audiences and spaces. It is also important to highlight the fact that the Performing Arts are present in the multidisciplinary program promoted by different agents in the municipality. Also at the folk level there are several events, such as the Great Folk Festival of Relva – Atlantic Folk Festival (1993), the biggest in the island of São Miguel and one of the biggest in the Azores, organised jointly by the Parish Council of Relva and the Folk Group of Songs and Dance of Relva. If in the case of dance there is a relevant dynamic in the municipality, visible in the quantity of agents, training services and artistic productions, the same does not occur in the area of theatre, contradicting a more intense dynamic that may have existed in the past at the level of amateur activity. These dynamics, in the case of dance, are illustrative of the close intersection between contemporary production and teaching that occurs in the Region. Cases such as the Giro Dance Festival in Faial proposes a transdisciplinary approach to dance and highlights the work developed in dance schools. MOOT – The Movement Lab is a platform based in the island of Terceira which rethinks digital educational instruments, tailored to dancers' work needs. Regarding theater, the perseverance among amateur theater groups throughout the Region stands out with Alpendre Theater Group (1976) at Terceira Island or Teatro de Giz (1998) at Faial Island, along with new emergent professional agents, such as the theatre company Cães do Mar (2017) at Terceira Island.

3.2.3 Plastic and Visual Arts

The existing resources in Ponta Delgada within the scope of the creative sub-sector of the Visual Arts are mainly concentrated on the activities of creation/production/performance and on those of exhibition/dissemination/distribution.

In terms of creation/production/performance, a significant number of established and emerging artists in the area of painting stand out, such as Urbano Resendes, Carlos Carreiro and Maria José Cavaco. Other emerging artists such as João Miguel Ramos and Beatriz Brum based in São Miguel undoubtedly contribute to plastic arts dynamics at Ponta Delgada.

Mainly dedicated to the exhibition/dissemination/distribution of contemporary art, and in particular painting, photography, illustration, engraving and serigraphy, Ponta Delgada also has an interesting set of galleries. Noteworthy are the galleries Fonseca Macedo (2000), Miolo (2015), BRUI (2018) or the Oficina Gallery (2018), geographically concentrated in the area of O Quarteirão, between Rua Machado dos Santos and Rua Guilherme Poças Falcão, and distributed by the streets d'Água, Pedro Homem and Carvalho Araújo – north of the centre of Ponta Delgada. Galleries have played a decisive role in promoting Azorean and diaspora artists, as well as actively promoting urban revitalization, with the noteworthy “open door studio” formats.

Also of note are the more informal exhibition spaces, such as Masmorra, a garage that aims to promote the exchange of artistic experiences and the establishment of new dialogues. Anda&Fala (2011), a non-profit cultural association, and Vaga – space for art and knowledge, have a permanent structure that promotes the production, presentation and circulation of knowledge, artists and projects in the field of contemporary art, with a strong focus on the plastic and visual arts, and with international ambition and action. Since its creation, the Walk&Talk festival (2011) has been fostering creation, as well as exhibition and dissemination in the context of this cultural and creative sub-sector (e.g. artistic residencies program, Young Creators award). Also relevant, the existence of artistic residency programs, as is the case of Pico do Refúgio (Rabo de Peixe, Ribeira Grande), which integrates the components of accommodation and studios for artists.

The absence of formal and systematic education within the scope of this artistic and cultural subsector in the municipality should be highlighted, with the training services being ensured by some entities of associative nature, as is the case of the Academy of Arts of the Azores, or even Urban Sketchers Portugal – Azores (2014), within the scope of informal learning/by peers. In the context of the cultural and creative subsector of the Plastic and Visual Arts, it should be noted that some areas are less represented, such as photography. Of note here is the work carried out by the Azores Amateur Photographers Association (2007, Ponta Delgada) (e.g. competitions, training, exhibitions), and the work carried out in the field of underwater photography by Nuno Sá, whose work has been recognised internationally. Also of note are the quantity and diversity of public (e.g. the Carlos Machado Museum and the Public Library and Regional Archive of Ponta Delgada) and private collections both in Ponta Delgada and throughout the Region (e.g. the Dabney Family Collection, Horta – Faial; the Brian Morton Researcher Collection, Angra do Heroísmo – Terceira) of documents of ethnographic and scientific relevance.



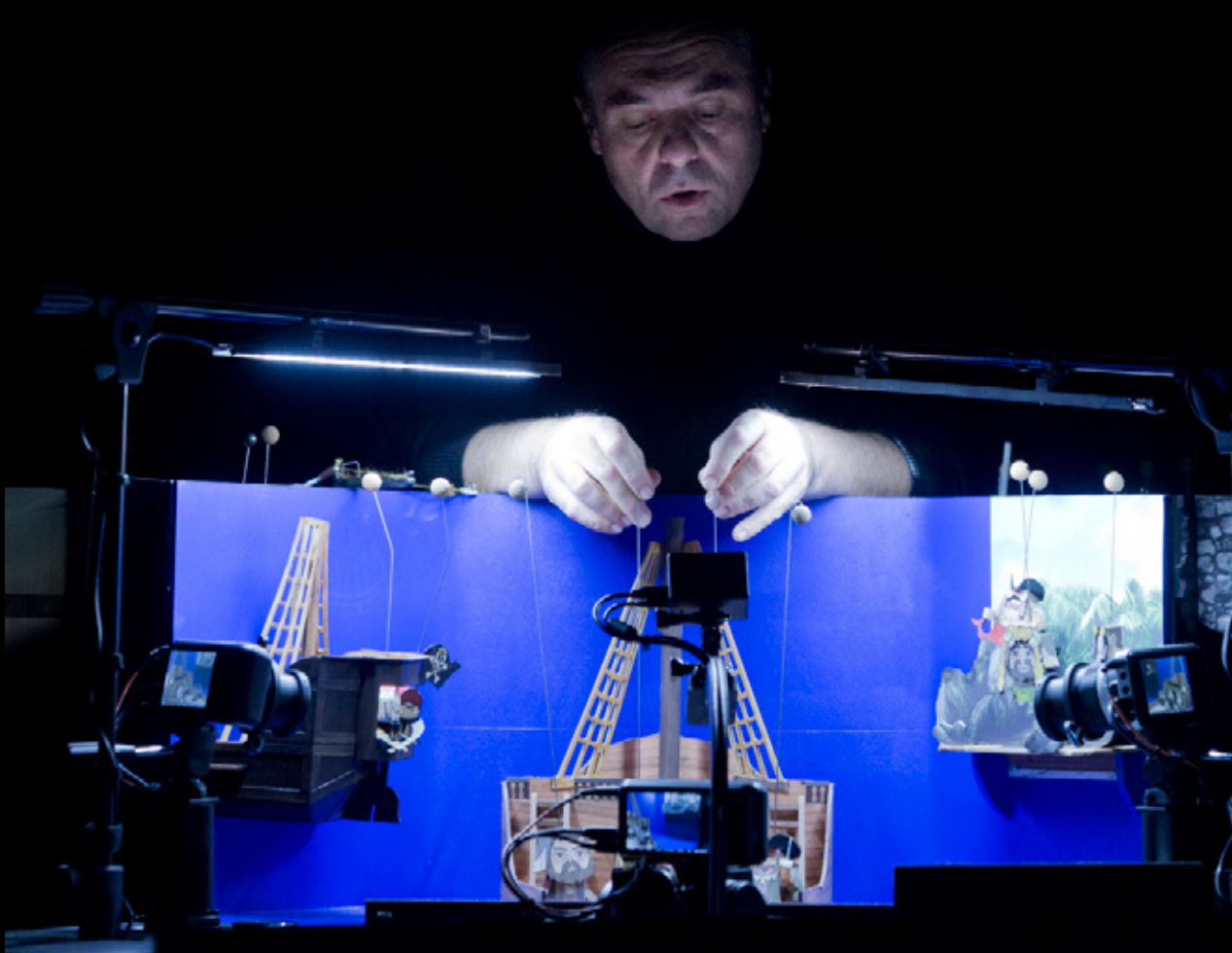
The structuring of a regional digital archive of photography was made in the context of a European project (by the Regional Government), the MEDIAT-Atlantic Digital Memory (INTERREG IIIB, 2000-2006), and the existing idea of a dynamic Azorean Image Archive may be further developed.

3.2.4 Audio-visual

In Ponta Delgada there is training provision under the responsibility of companies such as the Audio-visual Production Company – Studio 13, in the area of representation for television and cinema. However, there are no teaching services within the Audio-visual sub-sector integrated in the public education system or activities linked to Research and Development in this area, a situation that is valid for the regional territory.

In the area of creation/production/performance, there is a group of companies in Ponta Delgada that develop work in the area of production for cinema and television, Live Streaming, or in the rental of audio-visual equipment. Examples are Islanders productions, Silvergrey – Produções Audiovisuais (2008) and Produtora de Audiovisuais – Estúdio 13.

In terms of exhibition/dissemination/distribution, Cineplace Parque Atlântico and the 9,500 Cineclubes of Ponta Delgada stand out. The 9,500 Cine-Club is a non-profit cultural association whose main objective is a systematic intervention in the area of cinema and video, in particular through exhibitions, training and debates (e.g. Cine-Club Nights at the Micaelense Theatre). In addition to the action of independent agents, it is worth mentioning Micaelense Theatre. It is the only equipment at São Miguel Island with a public digital system room. It has also hosted extensions of the main national film festivals and established occasional partnerships with Cinemateca Portuguesa and Cinema National Plan. It is also worth mentioning events such as Imprópria – Film Festival for Gender Equality, promoted by Associação Cultural Silêncio Sonoro (2019) or, as mentioned above, NOMA AZORES – International Human Rights Festival, produced by the same association.



On the island of São Miguel, as well as in the Region as a whole, it is possible to observe a similar dynamic, especially visible at the level of exhibition/dissemination/distribution, through the dynamism generated by the film clubs and by specific events, as is the case of the Film Club of Ribeira Grande, the Film Club of Faial (2018) or the Film Club of Terceira island, and the showcase of contemporary Portuguese cinema Cine Atlântico (2016, Angra do Heroísmo). Also at the creation/production/performance level, we highlight agents such as the audio-visual production company Ventoencanado (Ribeira Grande), or Atlantic Ridge Productions (2010), the first Portuguese production company specialising in underwater images, founded by Nuno Sá, and which has been working on productions for various national and international television channels.

Finally, the role of RTP Açores in directly and indirectly boosting the audio-visual sector in the Azores should be mentioned. Although cultural and creative agents acknowledge a decrease in regional production of audio-visual content, specifically fiction series and documentaries, this agent continues to boost some co-productions with audio-visual companies in the Region. With potential for future development, the deepening of production and co-production of contents of international interest (e.g. environment, sea, Azorean culture, life in outermost territories). Also of note is the potential to boost the Azores' filmography in national and foreign archives and film heritage, whose recovery and digitalisation was carried out under a European project (by the Regional Government), CINEMEDIA (INTERREG IIIB, 2000-2006). Direct and indirect incentives to production in the audio-visual area, such as the prizes set up in the context of NOMA AZORES – International Human Rights Film Festival, can give a relevant impulse to the creation of contents, as long as they are sustained over time.

3.2.5 Books and Publications

Ponta Delgada, as well as the different territories of the Azores have historically been linked to writing, inscribed in various genres (e.g. poetry, novel, theatre and essay), with authors such as Antero de Quental, Vitorino Nemésio, or Natália Correia. Literary creation remains active, exemplified by the work of authors such as Eduíno de Jesus, Renata Correia Botelho or Madalena San-Bento. The strong presence of Azorean writers in territories beyond the Archipelago should also be highlighted.

Still in the area of creation/production/performance, Ponta Delgada has relevant agents in terms of book publishing. Publiçor (1974), one of the largest publishing companies in the Azores, owns Letras Lavadas (2007), a publishing house in areas such as Fiction, Travel and Children's Literature, Chronicles, Art and Culture, Science, and the publishing house N9na Poesia (2020), dedicated to publishing poetry books by Azorean authors and others from the Portuguese language, especially from the Atlantic area. Ponta Delgada also has the Artes e Letras publishing house, the Sol-Mar bookstore, and the work of the Cultural Institute of Ponta Delgada, namely the Azorean cultural magazine Insulana, which has been published annually since 1944.

In the context of exhibition/dissemination/distribution, a number of bookshops stand out, such as Sol Mar-Artes (1991), a reference in the promotion of reading habits and the dissemination of Azorean authors, and Letras Lavadas – Livraria (2007). The publication Grotta (Letras Lavadas), which is itself a literary magazine that, in keeping with its Azorean roots, is



open to various literary forms from around the world. Events such as the literary meeting Azores – Writers' Archipelago (2018, LG), which brings together a relevant set of Portuguese and international reference authors, contribute to the dissemination of this subsector and the promotion of reading.

It is worth highlighting the role of public policies in promoting reading and training competent readers aimed at all types of public, as well as in supporting literary creation, examples of which include the Natália Correia Literary Prize (LG), the Histórias Requinhas ao Sábado initiative (Public Library and Regional Archive of Ponta Delgada, RG) and the Ler Açores program – Regional Reading Plan.

The dynamics of this cultural and creative sub-sector in Ponta Delgada can be extended to the whole Archipelago. Besides the literary tradition, there is a relevant group of agents in different areas, such as the Instituto Açoriano de Cultura or the independent publisher and bookshop Companhia das Ilhas (Pico).

It is also relevant to mention that the Press has historically played an important role in Ponta Delgada, with century-old newspapers such as Açoriano Oriental (1835), Correio dos Açores (1920) and Diário dos Açores (1870). This fact motivated the establishment of the concept of the Museological Nucleus of the Centenary Press, by the Municipality, with potential to be further developed.

3.2.6 Music

Music is the most relevant artistic-cultural expression in Ponta Delgada, being also the most expressive cultural and creative sub-sector in the municipality, on the island of São Miguel and in the Region, in terms of training, creation/production/performance and exhibition/dissemination/distribution.

The Ponta Delgada Musical Academy, created a century ago as the result of a public-private partnership, was a pioneer in the vocational teaching of music, which would lead to the setting up of the Ponta Delgada Regional Conservatory (1964). Since then this institution has established itself as a cultural and artistic institution of reference in the area of training and teaching. Besides this official teaching institution of music, the philharmonic bands dispersed throughout the municipality, the island of São Miguel and the Azores Archipelago function as the first contact of young people with the learning of music and instruments. There is no Higher Education of music or activities related to Research and Development in the field of music in Ponta Delgada or in the regional territory.

The musical creation/production/performance is strongly rooted in the Azorean culture, in different musical languages and contexts, which range, among others, from the philharmonic tradition, to classical music, the *viola da terra* and urban popular music. In this context professional musical formations stand out, such as the Ponta Delgada Light Orchestra. There is also a wide range of music professionals, including musicians and composers, such as Luís Alberto Bettencourt and José Medeiros (urban popular music), Mário Raposo (electronic music), *viola da terra* instrumentalists (*Viola da terra* Youth Association).

It is also worth mentioning the existence of a group of agents that sell musical instruments, such as Oficina da Música, or Ruído Audiovisuais – Açores, and the construction and restoration of historical organs, especially Dinarte Machado – Atelier Português de Organaria.

Events are one of the privileged ways for the exhibition/dissemination/distribution of music in Ponta Delgada, and there are professional agents in this field. Tremor (2014) is an international contemporary music festival, professionally organised by Yuzin (Ponta Delgada) and the Lovers and Lollypops label (Oporto), which aims to simultaneously contribute to the dissemination of new artists, and the island and its communities.

The mapping process allowed us to identify a few spaces/rooms for live contemporary and alternative music, such as the Raiz Club, Baía dos Anjos and LavaJazz. However, this was one of the barriers to artistic development identified by cultural agents.

In the area of exhibition, Ponta Delgada has a number of companies providing show production services, as is the case of Ruído Audiovisuais – Açores, Azores-Sounds, RCE Ricardo Cabral Eventos and All Events.

There are also record selling companies in Ponta Delgada, such as La Bamba Bazar, specialised in the vinyl format.

Also in the area of dissemination and distribution, the recently established Marca Pistola (2021), aims to establish itself as a label responsible for recording in different formats and dissemination of the various groups and musicians working from the Azores.

With a relevant role in terms of dissemination, RTP – Azores has been producing programs focused on regional musical activity. This is the case of Azorean Artists Return to the Stage, in partnership with the Regional Directorate of Culture of the Azores, the presentation of shows with Azorean artists within the Musical Season, the Musical program, or the program Music without Time, which promotes the presentation of classical music compositions in unusual settings, aiming to bring this type of music to a wider audience. São Miguel Yuzin's independent cultural agenda (2012) has also been raising its profile as a key agent in the dissemination of activities, events and projects related to music, with a contemporary language. It is also worth mentioning the existence of local radios in Ponta Delgada and the Azores Archipelago, which could be an interesting asset to be mobilised in the sense of deepening the diffusion of music made from this territory and broadening its dissemination to other territories.



JardimFest
© Carlos Brum Melo

3.3

Cross-Reading the Resources and Dynamics of the Cultural and Creative Sector

The initial work of mapping the cultural and creative ecosystem intended to characterise the main resources and existing dynamics, thus allowing the identification of potentials that support a local strategy for culture, rooted and generating impacts. In this context, resources, agents, initiatives and projects, support infrastructures, networks and relationships at different scales, subsectors and value chains were identified. With this approach to the ecosystem it was possible to sketch a portrait that, although still incipient and of a static nature, provides important clues about the cultural and creative system of Ponta Delgada.

Ponta Delgada, and from a broader perspective, the island of São Miguel and the whole of the regional territory, is a fertile territory for artistic and cultural activity. There is a very significant quantity and diversity of agents connected, in one way or another, to culture and, judging by the quantity of initiatives and projects, the energy and will to do and participate is remarkable. The impressive territorial distribution of these agents should also be highlighted, and local and regional public policies have been able to support and strengthen them. This substrate materialises and enhances the democratisation of access to culture for the entire population, being particularly visible when we talk about the Music subsector (and, in particular, the philharmonic bands).

The cultural and creative ecosystem of Ponta Delgada is formed by a broad and diverse set of agents. The local associative fabric is dense and active, playing a relevant role in terms of training/teaching, creation/production/performance and exhibition/dissemination/distribution. The cultural and artistic dynamics of Ponta Delgada, as well as the Region, camouflages,

however, the difficulties associated with the professionalisation of the cultural and creative agents and the sector as a whole. The vast majority of professionals in this sector are concentrated in teaching/training, particularly in the area of Music and Performing Arts (Dance), and in exhibition/dissemination/distribution in the area of Visual and Plastic Arts.

The barriers to a further deepening of the professionalisation of cultural and creative agents are of different magnitudes. We highlight: i) access to local and regional public funding, not adequate to support culture and creativity from the perspective of an economic activity; ii) the skills of agents, particularly in the areas of management, communication and marketing, active search for funding, national and international networking; iii) at the level of exhibition, particularly the lack of spaces with specific minimum characteristics for different cultural and artistic areas and the absence of a network of intermediate spaces; iv) difficulties in inter-island and international circulation (e.g. agents and musical instruments), as well as the intra and inter-island circulation of audiences; v) lack of social knowledge or unclear image about the professions associated with the cultural and creative sectors.

In terms of the structuring of the value chains of the cultural and creative sub-sectors, there are constraints such as: i) the inexistence of specialised professionals in support and mediation areas, such as lighting, sound, communication and artistic direction; ii) the inexistence of specialised training provision at the secondary education level (e.g. Performing Arts, Visual and Plastic Arts) and at higher education level (e.g. Music); iii) the reduced local and regional scientific research focused on the cultural and creative sectors; iv) the reduced networking between agents within the cultural and creative sub-sectors (different territories) and between these sectors, as well as with other activity sectors (e.g. tourism, environment); v) the absence of formal and systematic forums for meeting, sharing and coordinating strategies between agents involved in the cultural and creative sector (e.g. Municipal and Regional Culture Council).

There are, however, good examples of structures and projects that have become professionalised, with activities that balance local cultural and artistic production and dissemination, rooted and traditional, with a contemporary, innovative and international language. These are agents and projects that have been building their own identity, establishing networks and accessing competitive funding that recognises their capacity and recognition locally, regionally, nationally and internationally. These include, for example, Sinfonietta de Ponta Delgada (Quadrivium), Ponta Delgada Light Orchestra, Festival Música no Colégio, Anda&Fala – Associação Cultural, Arquipélago – Centro de Artes Contemporâneas and Tremor (Yuzin). Also of note in terms of dissemination is the “Plataforma Azores”, run by the Regional Government, where profiles of Azorean companies, entities, associations or personalities located in the archipelago or around the world, categorised in the most varied creative and cultural areas, are made known through a digital platform.

The cultural and creative ecosystem of Ponta Delgada is marked by a set of constraints to its strengthening, which are often associated with these activities. If it is true that some particularities of Ponta Delgada and the Region introduce some additional challenges, it is these same particularities of the territory that bestow it with identity, strength and responsiveness. It is the individual, collective and relational capacity of the cultural and creative ecosystem that must be mobilised and made visible.







Tremor, Altın Gun
© Your Dance Insane

4 CURRENT DIAGNOSIS

4.1

Strengths

Territory

Ponta Delgada as the "Gateway to the Azores" – the most relevant municipality in terms of demography, economic capacity, institutional centrality and international mobility.

An eclectic and plural community, with roots in a multicultural settlement, which is today reinforced by active policies of attracting and welcoming foreigners in a hospitable environment.

Young population (about 1/3 of the total under 24 years old) involved in regular and intergenerational cultural practices, through local associations, and with a pro-active and entrepreneurial spirit.

Heritage

Absolutely unique richness of architectural, archaeological and natural heritage, on land and underwater, and the heritage of knowledge, popular expressions and associated artefacts.

Recognition of strong symbols of identity and solidarity among the entire community of Ponta Delgada, extending to the Archipelago and Azoreans in the Diaspora, around the living religious and spiritual heritage.

Quantity and quality of the work of inventorying, studying and publicising local and regional heritage carried out over recent years (public initiative).

Facilities

Consensus of the agents regarding the priority that should be given to the requalification of existing spaces and properties in the municipality, as an alternative to new construction, as well as to the strengthening of the agents' fabric and the qualification of their activity.

Public policies

Updating and review of the urban planning instruments in progress, contemplating articulation actions between urban, tourism and cultural development, and the principles of sustainability and safeguarding heritage.

Updated models of governance and participation, manifested in instruments such as participative budgets, the model of collaboration between the city of Ponta Delgada and the other parishes in the municipality, and the Municipal Youth Council, put to good use in heritage rehabilitation and socio-cultural dynamization

Programming

Festivals and initiatives that mobilise international audiences and creatives, and demonstrate the potential for valorisation of local resources.

Growing awareness of the inclusion of environmental sustainability principles in cultural programming.

Cultural and creative economy

Existence of a group of creatives and artists with international training and experience, critical spirit, mobilisation and proposal capacity.

Local Media – RTP/RDP Açores and the centenary press – as privileged and unique means for the production of new audio-visual contents, exploring the potentialities of digital.

Good practice associated to the growing use of open air spaces (public and private) for cultural events (e.g. Urban Park, Jardim António Borges, Pinhal da Paz, Jardim Parque de Sant'ana).

Cultural accessibility

Philharmonic groups and other amateur associations as authentic local cultural schools and poles of social inclusion, with potential for articulation on a regional scale.

Cultural agents committed to the integration of vulnerable groups in cultural practices and with the capacity for consolidated and continuous intervention

4.2

Weaknesses

Territory

Generational cycles of social vulnerability, at the level of qualifications and income, which move the territory away from the national averages in this type of indicators.

Accentuated asymmetries between rural territories and urban nuclei, which are simultaneously the cause and consequence of reduced physical and cultural mobility between places.

Material and immaterial heritage, historical and contemporary, still to be valued at the level of protection mechanisms, of mediation with the public, of new artistic and cultural production

Facilities

Insufficiency of intermediate cultural facilities, complementary to the large facilities and local facilities, and of the respective programming lines dedicated to emerging, underground and youth creation.

The main performance halls – Micaelense Coliseum and Theatre – despite their architectural quality and good state of conservation, require not only technical updates to keep up with sector evolution, but also teams' reinforcement in terms of number and technical skills.

Programming

Reduced interaction between traditional and contemporary cultural practices and products, and their respective audiences.

Little academic dynamics present in the experience of the public space, the historical centre and in the artistic and cultural productions.

Cultural and creative economy

Scarcity of vocational education and non-formal education/ training, with impacts on the identification of new potential creatives and the training of new audiences.

Reduced professionalisation of cultural and creatives, and lack of professionals in some specific areas (e.g. light and sound technicians, cultural programmers).

Few qualified resources and knowledge specifically in the areas of communication and internationalisation of the cultural and creative fabric.

Reduced presence of cultural and creative agents and projects in international networks in the fields of heritage management, cultural and creative industries, urban development.

Low social recognition of the value of contemporary culture and the work of creatives, by government entities, the business sector and civil society.

Cultural accessibility

Severe constraints in access to the enjoyment of diversified cultural and creative activities, mainly due to constraints in terms of physical mobility, economic capacity, type of provision (frequency and diversity).

Public Policies

Little knowledge production on cultural dynamics, either at the level of audiences or sector practices.

Reduced investment in contemporary production, which updates the meanings and languages associated with the rich ancestral culture.

Public investment in culture is marked by some inconstancy, due to the lack of separation between support for the creation of professional and amateur production.

Weaknesses in the business fabric lead to insufficient/ reduced practices of activation of the social responsibility of local companies and of private investment in culture as a means of institutional promotion.

4.3

Opportunities

Territory

Exploration of the Atlantic geopolitical position of relationship between Europe and the American and African continents.

Growing international awareness and attention to the importance of the oceans as privileged spaces for the preservation of biodiversity and the fight against climate change have endowed Ponta Delgada, and the Azores in general, with global centrality in the areas of research and safeguarding.

Recent approval of the Azorean Diaspora Council as a consultative body of the Regional Government of the Azores, strengthening the ability to mobilise wills and investment in Ponta Delgada and the Azores by the 1.5 million Azoreans and their descendants from the Diaspora, as well as by institutions dedicated to the Azores in various countries.

International recognition and growing visibility of the University of the Azores in specific areas related to the oceans and volcanology, favour the attraction of people and projects that may be important resources to mobilise for projects at the intersection between science and culture and creativity, with national and international impact and visibility, and a national and international academic community of more than 24 nationalities.

New paradigms reinforced by the pandemic crisis: valorisation of public and natural spaces, new working models, valorisation of social proximity, awareness of global environmental challenges, favour the attractiveness of Ponta Delgada and the Azores as a territory to live, work and visit.

A new movement for the return, rehabilitation and revitalisation of historic centres represents an opportunity to revitalise the dynamics in the urban nucleus of Ponta Delgada.

The recent adoption of a single fare of 60€ for inter-island travel has changed the intra-regional mobility paradigm, greatly facilitating cultural accessibility.

Heritage

Wealth and international dissemination of cultural heritage resulting from migrations to and from the Azores, manifested in expressions, architecture, artefacts and others, susceptible of contemporary appreciation and reinterpretation.

Increasing international visibility of the specific qualities of the territories, recognised by international labels, enhancing and projecting Ponta Delgada and the regional territory in which it is located (7 UNESCO designations, Sustainable Tourism Destination seal).

Growing awareness in international society of the importance of the oceans as privileged spaces for the preservation of biodiversity and environmental education and awareness, favouring Ponta Delgada as a pioneering territory in this regard.

Cultural and creative economy

Growing prominence of practices and paradigms associated with models of living and working – 15 minute city, urban-rural relations, periphery vs. digital connectivity – favour the attraction (short and long term) and settlement of new cultural and creative agents in Ponta Delgada and the Azores (e.g. digital nomads, artists in residence).

Increased interest in cultural tourism favours the enhancement of cultural resources and heritage values of Ponta Delgada, and the strengthening of the creation of new creative tourism experiences in the territory

The growing projection of the Azores as an international destination for nature tourism is a privileged channel for increasing the international projection of Ponta Delgada and its association with cultural and creative production and as a destination for cultural and creative tourism.

Recent dynamics around the science, technology and entrepreneurship poles and parks of Ponta Delgada, and the Azores, may contribute to the qualification of the value chain of the cultural and creative sectors.

Focus of international and European agendas on the positioning of culture at the centre of development policies as a favourable context for the enhancement of cultural and creative production in the territory by means of the Cultural Strategy and the ECoC application process.

4.4 Threats

Territory

Insufficient response by Europe and the world to the climate crisis, with dire consequences for the natural and associated cultural heritage in the Azores.

Insufficient cooperation between the Region and municipalities, between municipalities, between entities and agents of the economic and civil fabric

Cultural and creative economy

Traces of the economic and social crisis caused by the pandemic, with particularly significant impacts on the cultural and creative sectors in outermost territories, as is the case of Ponta Delgada.

Existing constraints on inter and intra-regional mobility due to lack of institutional articulation, coverage and cost for users – hindering the mobility of audiences and cultural objects.

The still pronounced seasonality of national and international tourist flows places constraints on the increase in demand for cultural and creative products and services.



Unísson
© Fernando Resendes / Micaelense Theatre



5 VISION OF FUTURE

5.1 Vision

IN 2030

Ponta Delgada

stands for its character as a

transatlantic
cultural hub,

reflected in hybrid cultural
expressions, in the
establishment of cooperation
between continents and in the
mobility of creatives.

Creativity is the tool
of excellence to

decipher
the built
and natural
landscape,

and its heritage, encouraging
the generation of new
experiences to visit and stay
in the territory.

Culture is the privileged
channel of the people of
Ponta Delgada for an

intensified
mobility:

between places, islands,
generations, creative
practices, ideas and
futures.

Cultural production follows
the innovation already
undertaken in the tourism
sector in terms of

environmental
sustainability

having contributed
significantly to the Sustainable
Development Goals.

The cultural and creative sector is committed to building its capacity and raising awareness of local challenges, contributing to

territorial
development
goals.

Creatives find ample opportunities to settle in Ponta Delgada as a place for

training,
professional
practice
and a
platform for
international
exchange.

Public
policies
for culture

are based on the knowledge acquired and are coordinated with the areas of education and social cohesion, territorial planning, environmental sustainability and tourism development.

There are deep-rooted practices of

collaboration

between entities and cultural agents from Ponta Delgada, the island of São Miguel and the Azores

Education

integrates the interpretation of the heritage legacy and the possibilities of creative expression as tools for building citizenship.

The University of the Azores contributes to systematised and up-to-date

knowledge

of cultural practices and their impact on the well-being of communities.

The cultural and creative activity of Ponta Delgada is widely disseminated in the

territory

and

projected
internationally

and there are active and involved local and international audiences.

Amateur
culture

and

citizen
initiative

hubs are

laboratories
of mediation

with other creative expressions, communities and digital latitudes.

The materialisation of the
European Capital
of Culture

constitutes an unprecedented process of bringing all Azoreans closer together through creative expression, of local and international recognition of the cultural sector, of sedimentation of cultural practices as a tool for investigation and new horizons of life and of acceleration of local development.



Dead Combo
© Carlos Brum Melo



Farde Moi
© Fernando Resendes / Micaelense Theatre



Vaga, Open Studio, Flávio Rodrigues
© Rúben Monfort

5.2 Action Plan

The Action Plan, which stems from the vision for Ponta Delgada in 2030, is organised into four main areas, each with its own objectives. The four axes are not watertight, but rather a way of arranging a set of actions that converge towards the cultural flourishing of the community of Ponta Delgada and those with which it is related.

As a result of the research and consultation process, actions were designed to maximise the opportunities available to the territory as a whole. The actions provide clues for the detailed development of projects to be developed according to shared management models.

SENSE OF PLACE

CULTURAL AND CREATIVE SECTOR

MEDIATORS

Cultural Infrastructure Network
The Independent Itinerant Culture

RESIDE TO CREATE

9x9 Art Residencies (Azores 2027)

THINKING & CREATIVE CITY

Cultural Quarter
Micro Eruptions

RURALITY – PORTRAIT AND FUTURE

MANIFESTO – CULTURE ON THE MOVE

GATES TO THE AZORES

PDL/Azores Interpretation Centre
Landscape Interpretation Network

CULTURE IN A PROTECTED ENVIRONMENT

Sustainable Culture Manual
Culture & Slow Tourism Lab
Digital Nomads

CULTURAL VOCATIONS

Professional School of Performing Arts
Crafts schools

CREATIVE SKILLS CAPACITY

Building for decision-makers and technicians
Capacity building for artists and activists

ENTREPRENEURIAL VENTURE

FOCI – Factory of Culture and Creative Industries
The Ateliers

SUSTAINED CONTEMPORANEITY

Creative Support Office
Calls For Tenders
Support Program For Artistic Creation
Art Procurement Program

MEANINGFUL HERITAGE

Digitalisation
Anonymous People
Routes
New Exchanges

GRAMMATICS OF THE INVENTION – ARTS & SCIENCES

Arts & Sciences Post-Graduation
Artists & Researchers Residencies
Plunge – International Meeting

UNESCO CREATIVE CITY OF MUSIC

New Repertoires
Research
New Creation

LENS AZORES

Fast Track Cinema
Pdl Film Committee
Noma+ Festival
Contents from the Azores

DELIGHT

Cultural Mediation and Education
Accessibility
City Card
Culture-Mediation-City

CULTURAL CITIZENSHIP

+ GLOBAL ARCHIPELAGO

BREAK- THROUGHS – EDUCATIONAL COMMUNITIES

Cultural and
Vocational Activities
Cultural Growth
Support Program
National Arts Plan

DISPLACEMENTS – ASSOCIATIVE COMMUNITIES

Support to
Cultural Activities
Digital Culture
The Place Beyond

IRRADIATIONS – COMMUNITIES OF WORSHIP

Places of Worship
Routes of Worship

AROUND ME

Me – Body Earth
Around Me – Digital Body
Discovering

WITH EVERYONE AND EVERYWHERE

NETWORKS. NETWORKS. NETWORKS!

Networks
of Cultural
Institutions
Cultural
Ambassadors
Internationalisation
and Resources
Office

10TH ISLAND

Culture-boat
Pilots

PDL CULTURE

PDL Culture Brand
9 Neighbourhoods
Creative Portfolio
Cultural Agenda

MONITORING AND ASSESSMENT

CULTURE OBSERVATORY

Audience Research
Monitoring the
Cultural Strategy

ECOC APPLICATION

Transversal
Mobilising Project

5.3 SENSE OF PLACE — axis 1

Culture is the movement through which we inhabit a given territory and cultivate senses in it so that we recognise it as a place. Each place is woven of multiple heritages, ancestral and emerging, constructed and natural, replicated and unique.

The actions of the Sense of Place Axis aim to address the problems of territorial asymmetries and the lack of mobility, which is both physical and cultural. It is about launching infrastructures that support a territorialisation of the creation and exhibition facilities in the municipality. The aim is to encourage the overflow of cultural practices into squares, gardens and paths and to disseminate supports for the interpretation of the landscape and heritage. The commitment to environmental preservation is deepened at the crossroads between creative economy and new models of visiting and inhabiting the place.

Establishing
an effective

networking of cultural facilities

ensuring response along
the entire cultural value
chain, covering the
municipality and testing
shared management
models.

O.1

O.2

Implementing support
systems for

interpreting the landscape and heritage

both built and natural.

O.3

O.4

Knowing, discussing
and designing new

ways of living the urban-rural relationship,

in particular models of work
and relationship with the
landscape.

O.5

Encouraging the
occupation and
experience of

public space

populated by
artistic and cultural
objects.

Deepening
commitments to

environmental sustainability

at the intersection between
creativity and new tourism
models.

CULTURAL FACILITIES

1.1 Mediators

Cultural facilities organised in a logic of complementarity, integrating intermediate spaces for the presentation of young and emerging creatives and experimental productions.

Establishment of shared technical teams and of an artistic direction of the Culture Infrastructure Network as cultural dissemination poles throughout the municipality.

1.1.1 Cultural Infrastructure Network

Structural Facilities

- Coliseum
 - Municipal Culture Centre.
- Strengthening cultural exhibition conditions and resources, especially by adapting to the digital transition. Integration of local and international collaboration networks.

Renovation and New Facilities

- Ponta Delgada Regional Conservatory
- Auditorium Luís de Camões (to support the Conservatory and other entities)
- Academy of Arts
- S. Sebastião Community
- Centre

Local Facilities

Facilities spread out in the different communities prepared to receive touring performances.

1.1.2 The Independent

Favourable conditions for the installation of independent presentation spaces, framing them in the strategy for the Urban Renovation Areas, facilitating the meeting between owners, investors in the restaurant and nightlife area and cultural agents, establishing collaboration protocols with large-scale facilities.

1.1.3 Itinerant Culture

Temporary use of unusual spaces and creation of itinerant devices of cinema, theatre, exhibition, reading... that facilitate a daily contact with cultural production. Mapping of possibilities and establishment of partnership agreements, taking advantage of successful experiences of occupation of historic gardens.

The mobility also takes place in time, proposing new calendars of cultural activities such as cinema/theatre matinees for schools, cultural breakfasts and other formats of conciliation of time, daily life and culture. Ensuring that cultural facilities are open and available at times compatible with leisure time.

Interconnection with 4.2.1 Culture-Boat.

INTERCONNECTION WITH STRATEGIC AGENDAS

Recovery and Resilience Plan, culture area, built heritage renovation action.

Ponta Delgada Integrated Sustainable Urban Regeneration Plan, actions 1.1 General building renovation; 1.6 S. Sebastião active and community integration centre.

Ponta Delgada Development Plan, action PE16 valorisation of civic centres.

ENTITIES TO BE INVOLVED

Regional Directorate of Culture, Public Library and Regional Archive of Ponta Delgada, Carlos Machado Museum, Studio 13, 9500 Film Society, Lavajazz and other independent exhibition spaces.

CULTURAL FACILITIES

1.2 Reside to Create

Support spaces for creation organised in a network, articulating tourist lodgings, rehearsal spaces, co-work spaces, support communities in the fields of literature, music, performing arts and visual arts. The network connects public spaces with independent spaces, placing the management of the residencies in the hands of local cultural agents. The residency processes are inspired by and enrich the local context.

It connects with project 4.2.1 Culture-Boat and the pilot project 9x9 Artists are Islands, Islands are Artists (Azores 2027). This is an artist residency program on an inter-municipal scale, which connects local institutions on all the islands to host artistic production in political and social contexts. Participation takes place through an open selection process, in a first edition open to Portuguese and Latvian artists. It is already a singular project of inter-island and inter-world views collaboration.

INTERCONNECTION WITH STRATEGIC AGENDAS

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, Tourism and Heritage area, action in relation to the specificities of Azorean products and services.

ENTITIES TO BE INVOLVED

Micaelense Theatre, Arquipélago – Centro de Artes Contemporâneas, Part’ilha – Associação de Cultura e Desenvolvimento Local, Lajes das Flores Municipal Museum, Corvo Multipurpose Cultural Space, Santa Maria Business Development and Innovation Centre Incubator, INCUBA +, Magma Atelier, Sociedade Filarmónica e de Instrução Recreio dos Artistas, Oficina D’Angra, Graciosa Island Cultural Centre, Francisco de Lacerda Museum, Madalena Auditorium, MiratecArts Galeria Costa, Wine Museum, Manuel de Arriaga Memory House, Pico do Refúgio, Azul Singular.

TANGIBLE, INTANGIBLE, NATURAL HERITAGE

1.3 Gates of the Azores

Program for the establishment of a reception nucleus for visitors and the general public in the urban centre and for guiding them to cultural experiences in the territory, together with the establishment of heritage itineraries and support tools for the identification and interpretation of this heritage.

1.3.1 PDL/Azores Interpretation Centre

Centre for interpreting the history and heritage of Ponta Delgada and the Azores and for publicising the region's cultural activities. It expands the "welcome centre" provided for in the local development plans, making Ponta Delgada a welcoming city and a place for the distribution of tourist flows in the Region.

1.3.2 Cape Interpretation Network

Aggregation of recurrent and structuring elements in the landscape (lighthouses, mills, whaling stations) as a support system for the interpretation of the natural and cultural landscape. Establishment of a system of signposting to identify and support the interpretation of places of heritage interest, in an offline and online dialogue.

INTERCONNECTION WITH STRATEGIC AGENDAS

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, tourism and heritage area, action Touristic valorisation of natural and heritage resources.

Ponta Delgada Integrated Plan for Sustainable Urban Regeneration, actions 1.3 welcome centre, 1.11 corridor network and green spaces.

ENTITIES TO BE INVOLVED

Association of Portuguese Architects, Regional Section of the Azores, Natural Island Park, Azores Geopark, Friends of the Azores Ecological Association, Association of Tourist Information Guides of the Azores, Regional Association of Tourism Activities Companies.



TERRITORIAL COHESION

1.4 Thinking & Creative City

Concept of "smart city" deepened by cultural proposals for reading and living the city. A project that operates from the ongoing renovation of the urban centre, the network of green spaces and historic gardens, the open shopping centre project and the renovation of the Graça Market. Returning a city more welcoming to the permanence and experience proposals of families, children, youth and seniors, enhancing the trend of valuing public outdoor spaces in a post global pandemic era.

1.4.1 Cultural Quarter

Consolidation of the Quarteirão area (Cultural Quarter) as a space in the city favourable to the installation of cultural agents. Physical signposting of the Cultural Quarter area, communication of the activities of the Cultural Quarter and the historic centre, recourse to urbanistic tactics for temporary occupation of the street associated with selected days and/or events, expanding the shops to the exterior, favouring the dynamisation of actions such as 1.4.2 Micro Eruptions. Establishment of benefits for owners and tenants, sharing entrepreneurial support instruments with 2.3.1 Factory of Culture and Creative Industries.

Integration of other city arteries such as Travessa do Arco and Rua do Homem.

1.4.2 Micro Eruptions

Establishment of a network of shop windows, stages and other devices for showcasing creative work in the urban centre of Ponta Delgada, in the network of historic gardens, in the Graça Market and in the area of the Cultural Quarter. The network of devices is made available to creatives in a format of spontaneous appropriation and stimulation of the experience of the public space, along with a structured programming line that ensures a rhythmic and potentiated presence in online channels.

INTERCONNECTION WITH STRATEGIC AGENDAS

Ponta Delgada Integrated Plan for Sustainable Urban Regeneration, actions 1.10 open air shopping centre, 1.11 network of corridors and green spaces, 1.12 public space with identity.

ENTITIES TO BE INVOLVED

Cultural agents based in O Quarteirão, Traders Association of the Historic Centre of Ponta Delgada, the Chamber of Commerce and Industry of Ponta Delgada, the Association of Portuguese Architects, Regional Section of the Azores, property owners.

TERRITORIAL COHESION

1.5 Rurality – Portrait and Future

Recognition and appreciation of rural culture together with contact with other realities, expanding possibilities from the inside out, from the outside in.

Cycles of conversations between old and new rural people, crossing different rural realities of Ponta Delgada and the Azores, local and international experiences. Positioning the perspective of today's rural children and young people in future horizons and digitally connected, in a new paradigm of housing and work after the global pandemic.

Participative design of a plural, multifaceted portrait of rurality and its projection into the future, resorting to literary, photographic and audio-visual production, counting on the proposals launched by the younger generation. It takes shape in formats such as travelling exhibitions and catalogues.

INTERCONNECTION WITH STRATEGIC AGENDAS

Research and Innovation Strategy for Smart Specialisation in the Autonomous Region of the Azores, in the area of tourism and heritage, action circular economy principles in the tourism sector; in the area of agriculture and agro-industry, action new forms of social economy.

ENTITIES TO BE INVOLVED

Regional Directorate for Rural Development, Azores University, Azores Immigrants' Association, Friends of the Azores Ecological Association, Remote accommodation and work spaces, Fenais da Luz Cultural Centre, Santo António Cultural Centre, Capelas Workshop-Museum, Ilha Natural Park, Azores Geopark, Parish Councils.

TERRITORIAL COHESION

1.6 Manifesto – Culture on the Move

Cultural manifesto translated into actions and projects of citizen and institutional mobilisation for the implementation of fair, efficient and ecological transport solutions.

The inefficiency of transport in terms of intra-council, intra-island and intra-regional circulation is structural. While urban planning is responsible for mobility solutions, the problem is profoundly cultural since it reflects the local and regional culture of collaboration between institutions and directly impacts on the physical accessibility to other communities and places of culture.

Cultural action may support the sporadic experimentation of the pedestrian use of streets, the transformation of squares, the intervention in collective and ecological means of transport, etcetera.

INTERCONNECTION WITH STRATEGIC AGENDAS

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, area tourism and heritage, action accessibility and mobility conditions.

Action Plan Sustainability of the Azores Tourist Destination, commitment 7 sustainable mobility.

Ponta Delgada Development Plan, action PE19 + mobility.

ENTITIES TO BE INVOLVED

Association of Municipalities of São Miguel, transport companies, Atlantic Bikes, Ecological Association Friends of the Azores, nature sports associations, school community, activists.

ENVIRONMENTAL SUSTAINABILITY

1.7 Culture in a Protected Environment

Deepening of the commitment to the values and strategy for environmental safeguarding, integrating the adhesion of cultural agents to the Sustainability Charter, in which each adherent commits to the Objectives of Sustainable Development. Introduction of positive discrimination mechanisms for cultural projects with environmentally friendly solutions.

Qualification of the tourism services, integrating cultural proposals, widening the tourism formats and extending the stays, blurring/decreasing the seasonality of flows.

1.7.1 Sustainable Culture Manual

Deepening the principles/guidelines of the current Sustainable Events Manual of the Municipality of Ponta Delgada, training technicians and agents for its application. The work process calls for the revision of the model of some public promotion events and their less sustainable practices, taking advantage of the new digital possibilities.

1.7.2 Culture Lab & Slow Tourism

Idea creation and prototyping laboratories for new products that combine cultural values with tourist markets, in the areas of crafts, the cultural agenda and tourist experiences, enhancing endogenous resources of the sea and forests, of agricultural production, local knowledge, contemporary and popular culture.

1.7.3 Digital Nomads

Ponta Delgada for welcoming new remote workers, in particular in terms of wi-fi network coverage and electricity supply points, dissemination of co-working spaces, provision of information, support and benefits for the establishment of new residents. Dissemination of Ponta Delgada as a favourable destination for creative nomads, associated with tourism promotion.

INTERCONNECTION WITH STRATEGIC AGENDAS

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, tourism and heritage area, action Redistributive models in tourism: cultural and creative industries.

Strategic Development Plan of Ponta Delgada, Axis 1, Action PE6 smart city.

ENTITIES TO BE INVOLVED

Regional Directorate of Tourism, Azores Destination Sustainability Management Structure, Tourism Observatory, Tourism and Hotel Training School, Azores Tourism Association.

5.4 CULTURAL AND CREATIVE SECTOR — axis 2

Culture and creativity have already clearly demonstrated their contribution to economic development, to the broadening of life paths, to the processes of innovation and knowledge transfer, to the development of skills that can more readily respond to the challenges of the 21st century, in those territories that have placed culture at the heart of their public policies.

The Cultural and Creative Sector Axis addresses, first of all, the urgency of professionalising the sector, with recognised and valued agents, which stands out and thrives in an environment in which dedicated policies and resources exist. Professionalisation is addressed by a set of actions along the value chain. It is proposed to address the shortage of vocational education supply and the continued training of creative agents and decision-makers in the context of the digital and green transition, new forms of communication and financing. It establishes the instruments for a reliable support to contemporary creation and to the respective establishment of creatives. The unique potential of the relationship between the arts and natural sciences is integrated, enabling the reinterpretation of the inherited heritage and fostering the immense creative force of local agents. It also recognises the irreplaceable role of cultural mediators in disseminating more opportunities for sensitive expression and for working with marginalised audiences, promoting social cohesion.

Promoting creative
entrepreneurship

in interconnection
with other business
areas such as digital
technology, tourism,
sciences.

0.6

Building

capacity of cultural agents,
cultural technicians and
decision-makers in technical
and creative domains that allow
strengthening the value chains
of the cultural and creative
sectors, in line with the new
international agendas.

0.7

Fostering objects of
knowledge, appreciation
and reinterpretation of

heritage,

positioning it as a
significant value today.

0.8

professionalisation

Establishing reliable
instruments to boost the
of cultural and creative
actors in all cultural and
creative sub-sectors.

0.9

0.10

trans-disciplinarity

Encouraging innovation
by exploring
between different types of art,
and between arts and sciences,
sustainability, technology, heritage
and tourism.

Coordinating and
expanding
**public
engagement**

actions, linking these processes to
urban regeneration, the exercise of
citizenship and social cohesion.

0.11

0.12

Implementing programs
to enrich diverse

**cultural
practices,**

based on the promotion
of areas of collective
strength such as music,
literature, the performing
arts, audio-visuals and
visual arts.

EMPOWERMENT

2.1 Cultural Vocations

Reinforcing the provision of formal vocational education, along with the deployment of opportunities for contact with learning in the areas of culture, heritage and lifelong creativity. Establishing teaching services in line with the vocations already present in the territory, in particular in the areas of music, theatre and dance, crafts and trades. The formation of the training services will result in partnerships with teaching units already established on the mainland or internationally, interested in setting up a centre in Ponta Delgada.

2.1.1 Professional School of Performing Arts

Establishment of a professional school in the areas of music, theatre, dance and performance in coordination with the Regional Conservatory of Ponta Delgada and in partnership with European schools. School with certified training and equivalence to secondary education that could accommodate the vocation of young people awakened by philharmonic groups, amateur theatre associations and others.

2.1.2 Crafts School

Professional training and capacity building project recovering the know-how of Ponta Delgada and the Azores. More than just a dedicated infrastructure, the aim is to establish a model for growing collaboration between the various craft workshops in the area and the ongoing work of the Azores Crafts Centre. Crafts are promoted as a means of professional qualification in cooperation with the support provided by the Ponta Delgada incubator. Collaboration with guest designers in the development of new products. Exploitation of digital skills in connection with designers and artisans from all over the world.

INTERCONNECTION WITH STRATEGIC AGENDAS

Recovery and resilience plan, Culture area, know-how action.

ENTITIES TO BE INVOLVED

Regional Directorate for Qualification and Employment, Azores Crafts and Design Centre, workshop spaces and craft routes in the Region.

EMPOWERMENT

2.2 Creative Skills

Annual plan for the renewal of skills in the areas of cultural and creative industries, meeting the needs already identified in the territory, whether in terms of new technical skills, or in terms of updating public policy discourses for culture, or artistic processes in close interaction with social innovation movements. The empowerment will constitute one of the fundamental steps towards a professionalisation of the entire creative value chain.

2.2.1 Capacity Building for Decision-Makers and Technicians

Benchmarking for policy makers and technicians in culture, tourism, environment, urbanism and society.

Visit, contact and study of territories that place culture, sustainability and digital transition at the heart of development in a post global pandemic era.

Contact and training in European and international cooperation programs for culture.

2.2.2 Capacity Building for Artists and Activists

Annual training program in the areas of communication and digitalisation, fundraising, public mediation, internationalisation, environmental practices.

Annual training and re-training program for professionals in technical areas that support artistic activities such as production, sound/lighting techniques, audio-visual editing, content writing, etc.

INTERCONNECTION WITH STRATEGIC AGENDAS

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, tourism and heritage area, business qualification and human resources action.

ENTITIES TO BE INVOLVED

Regional Directorate for Qualification and Employment, Arquipélago – Centro de Artes Contemporâneas, Cresaçor, Solidaried'arte, Anda & Fala Association and other certified training entities and local agents involved in capacity building in the cultural and creative sector.

2.3 Entrepreneurial Venture

Program to deepen the infrastructure to support entrepreneurship by fostering cross-sectoral innovation between creativity and sustainability and the launch of businesses by culture and art professionals.

2.3.1 FCIC – Factory of Culture and Creative Industries

Establishment of a pole dedicated to the creative and green economy and to the potential for innovation at the intersection of the two areas in the Idea Incubator to be established in Azores Parque and/or in the Incubator to be established in the Historic Centre – Culture and Creative Industries Factory – in close articulation with the dynamics of the 1.4.1 Cultural Quarter.

2.3.2 The Ateliers

Establishment of a pool of spaces available throughout the municipality for workshop activities in the area of culture and creativity. Facilitation of match-making between owners and creatives. Facilitation of communication platforms between the creative sector and access to entrepreneurial support tools via the Ponta Delgada Incubator.

INTERCONNECTION WITH STRATEGIC AGENDAS

Recovery and Resilience Plan, area capitalisation and business innovation, action to recapitalise the Azores business system; area qualifications and skills, action to boost young steamers.

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, area tourism and heritage, action business qualification and human resources.

Ponta Delgada Integrated Plan for Sustainable Urban Regeneration, action 1.7 urban development and innovation strategic unit.

ENTITIES TO BE INVOLVED

University of the Azores, Regional Directorate of Culture, Regional Directorate of Qualification and Employment, Azores Park, Azores Craft and Design Centre.

PROFESSIONALISATION

2.4 Sustained Contemporaneity

A public policy line that brings together instruments to support the development of a professional, recognised and internationalised cultural and creative sector. It integrates support for artistic creation, international mobility, the production of documentation, the development of audiences.

2.4.1 Creative Support Office

Contracting of external consulting services and/or provision of a technician to support the cultural and creative sector. Establishment of an online space to support creatives and citizen intervention. Identification of opportunities for cooperation, financing and capacity building, promotion of meetings between creatives, advice.

2.4.2 Calls for Tenders

Integrating more opportunities for International Ideas Competitions and open calls for participation in various fields of cultural production such as urban planning, acquisition of works of art in public space.

2.4.3 Support Program for Artistic Creation

Multi-annual funding mechanism with a stable calendar, clear rules and financial support for professional creative projects to be developed in the following year(s). It covers all the creative subsectors, integrates the dimensions of creation, programming, audience development, mobility and internationalisation. It supports continuity formats and festivals. It integrates local and national jury specialised in the different sub-sectors.

It also integrates a pilot line of Hand in Hand micro-financing (Azores 2027).

2.4.4 Art Procurement Program

Municipal Program for the Acquisition of Contemporary Artworks with a view to their integration into the collection of the Municipality and the respective facilities under its jurisdiction, in accordance with an acquisition policy that favours local artists and new creation. Each year, the works are selected by a committee composed of personalities of recognised merit.

INTERCONNECTION WITH STRATEGIC AGENDAS

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, tourism and heritage area, business qualification and human resources action

ENTITIES TO BE INVOLVED

Direção Regional de Cultura, Universidade dos Açores, Direção Geral da Artes

CULTURAL PRACTICES

2.5 Meaningful Heritage

Projects for appropriating and revitalising the multiple heritage of Ponta Delgada, in its material, intangible, natural, underwater, historical and contemporary expressions. The aim is to inventory and document, to make known and to renew the knowledge but also to produce new interpretations and transfigurations.

It involves expanding the understanding and meanings that result from the heritage of civil architecture to volcanic buildings, from cycles of agricultural cultivation to cycles of natural destruction, from the flows of the architecture of water to the itineraries of the pilgrims, from the circularity of handcrafted gestures to the melodies of the songbook, from whale hunting to whale watching, from the construction of the *viola da terra* to the kneading of bread, among so many other expressions.

2.5.1 Digitalisation

Plan for the progressive digitalisation of the collections of cultural and heritage institutions, together with their inventorying and availability to researchers, technicians and the public.

Inventorying and registering more heritage items in the National Inventory of Intangible Cultural Heritage. Assessment of the pertinence of applying for the nomination of heritage items as World Heritage – sites, monuments, intangible, underwater.

2.5.2 Anonymous People

Program to support the documentation of heritage values – immovable, movable, intangible and natural – and their integration in contemporary readings and metamorphosis.

2.5.3 Routes

In conjunction with 1.4.2 Landscape Interpretation Network, design of visit itineraries, establishment of dissemination and activation supports with agents of the cultural sectors in collaboration with tourism animators. Design of itineraries that integrate cultural facilities, heritage places, contact points with intangible heritage – crafts, rituals, know-how, gastronomy... – recurrent features in the landscape. These are urban, rural and underwater itineraries.

2.5.4 New Exchanges

Design of new products, experiences, services and solidarity economy models resulting from the cooperation between researchers, cultural agents and communities with fishing, agricultural and handicraft trades. Valorisation of sustainable ancestral practices, transformation of habits, production of new economic circuits.

INTERCONNECTION WITH STRATEGIC AGENDAS

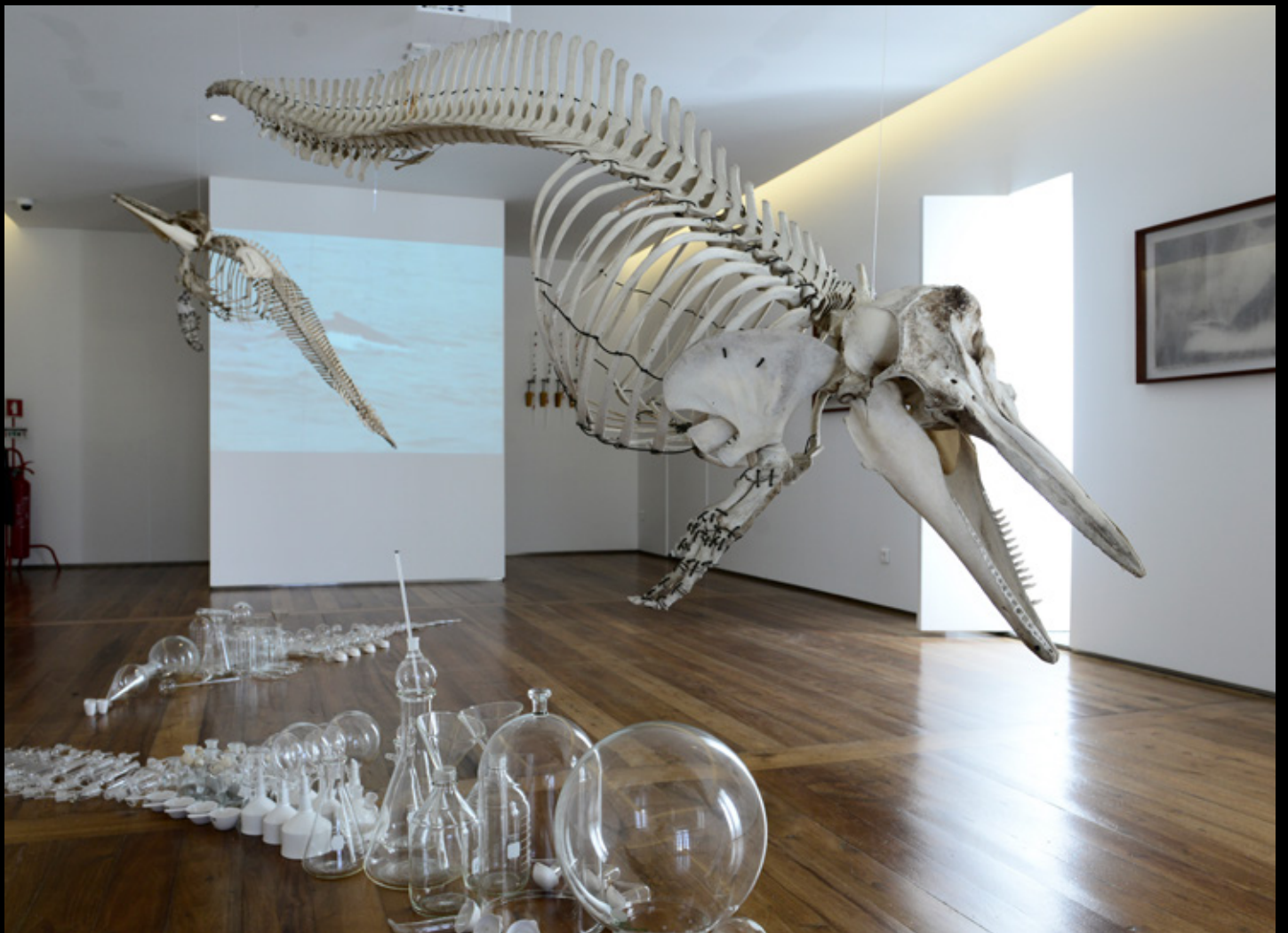
Recovery and Resilience Plan, culture area, digitalisation actions arts and heritage, know-how.

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, tourism and heritage area, action circular economy principles in the tourism sector.

Integrated Plan for Sustainable Urban Regeneration of Ponta Delgada, action 1.3 welcome centre.

ENTITIES TO BE INVOLVED

University of the Azores, Regional Directorate for Science and Digital Transition, UNESCO National Commission, ICOMOS-Portugal, Carlos Machado Museum, Public Library and Regional Archive of Ponta Delgada.



CULTURAL PRACTICES

2.6 Gramatics of the invention – arts & sciences

Program to promote an artistic niche that explores creative possibilities in the intersection between Arts and Sciences, with emphasis on natural sciences and the challenges of environmental sustainability and taking advantage of digital technology.

This program accompanies and enriches the structural commitment to a cluster of the sea in the Azores. Following the recognition of the underwater cultural heritage of the Azores and the implementation of an Underwater Heritage Roadmap, it expands the contribution of the arts in ocean literacy, the dissemination of science and experimentation in STEAM areas.

**2.6.1 Arts & Sciences
Post-Graduation**

Establishment of a post-graduation course focused on the relations between artistic expressions and scientific knowledge at UAç in partnership with international organisations such as MA Art and Science at the University Arts London.

**2.6.2 Artists & Researchers
Residencies**

Annual plan for the attribution of scholarships for works in the territory that bring together international artists and researchers and focus on local, natural, underwater and immaterial heritage integrating the rich collections of UAç, Museums and Libraries and partner entities of Macaronesia.

The residencies take place in the network of facilities 1.2 Reside to Create.

**2.6.3 Plunge – International
Meeting**

International meeting of researchers and artists to deepen and explore unknown waters between art and science, exhibition of practices and workshops. Implementation of immersive artistic itineraries in the landscape – urban, rural, maritime – translated into land art interventions, underwater exhibitions, among other formats. International cooperation with other island territories and the Macaronesia Region.

INTERCONNECTION WITH STRATEGIC AGENDAS

Recovery and Resilience Plan, culture area, digital arts and heritage actions; sea area, action to develop the Azores sea cluster.

Research and Innovation Strategy for Smart Specialisation of the Azores Autonomous Region, sea area and blue growth, ocean literacy actions, articulation of knowledge transfer, recreational and tourism uses.

Ponta Delgada Strategic Development Plan, action PE30 scientific tourism.

ENTITIES TO BE INVOLVED

University of the Azores, OKEANOS Research Centre, Regional Directorate of Culture, Regional Directorate of Environment and Climate Change, Regional Directorate of Science and Digital Transition, Margullar – Underwater Archaeological Heritage and Tourism in Macaronesia, Carlos Machado Museum, Public Library and Regional Archive of Ponta Delgada, RTP/RDP Açores, Arquipélago – Centre for Contemporary Arts.

CULTURAL PRACTICES

2.7 UNESCO Creative City of Music

Aggregation of the territory's musical vocation in a structured ecosystem, from research, training and creation to production and distribution. Mobilisation of associative movements, schools, musicians, independent spaces and festivals. Organising Ponta Delgada's application to become a Unesco Creative City in the area of music as a process to guide a local strategy for the development of music in dialogue with literature and the audio-visual, among other areas.

2.7.1 New repertoires

Continuity project with the philharmonic orchestras, local academies, *viola da terra* players and organists to train leaders in contact with other musical expressions and the possibilities of co-creation. Convergence of the work in an International Philharmonic Festival.

2.7.2 Research

Establishment of research grants in the areas of music, local sound and instrumental heritage – associated with the Azorean songbook, the local *viola*, organs, philharmonics, among other possibilities.

2.7.3 New Creation

Establishment of conditions that favour new creation in the area of music and in the transdisciplinary areas between music and literature, and music and audio-visual, establishing programming lines that privilege local music programming, fostering an independent music scene, dedicating lines of funding.

Mapping for the articulation of an ecosystem of philharmonics, choirs, schools and academies, bands, producers and festivals.

INTERCONNECTION WITH STRATEGIC AGENDAS

Recovery and Resilience Plan, culture area, digital networks action – internationalisation, modernisation and digital transition of the book and authors.

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, area tourism and heritage, specificities of Azorean products and services.

Ponta Delgada Development Strategy, action PE12 Ponta Delgada musealisation program.

ENTITIES TO BE INVOLVED

Regional Directorate of Culture of the Azores, University of the Azores, National Commission of UNESCO, UNESCO Creative Cities Network, Regional Conservatory of Ponta Delgada, Philharmonic Bands, Youth Association *Viola da terra*, Micaelense Theatre, Micaelense Coliseum, Marca Pistola publishing house and other agents of the cultural sector of music, literature and audio-visual.

CULTURAL PRACTICES

2.8 Lens Azores

Strengthening the presence of RTP/RDP Açores to boost the audio-visual sector on an international level, positioning Ponta Delgada and the Azores in a unique position and exploring the latest possibilities opened up by the digital transition.

Establishment of favourable conditions to attract audio-visual and cinematographic productions in Ponta Delgada, taking advantage of the exceptional scenery and unique built, natural and underwater heritage.

2.8.1 Fast Track Cinema

Creation of a “fast track” for cinematographic and audio-visual production in Ponta Delgada, simplifying a number of licensing and bureaucratic processes in contact with public and private entities.

2.8.2 PPDL Film Committee

Through the Portugal Film Commission, promotion of Ponta Delgada as a destination of excellence for filming, centralising processes to facilitate international film production.

Inventorying agents, spaces, accommodation and establishing agreements.

2.8.3 NOMA+ Festival

Strengthening of NOMA – International Human Rights Film Festival, fostering the relationship with literary production and positioning local audio-visual production in international networks. Integration of the dimensions of exhibition, masterclass, mediation actions, debate, itinerancy in the public space in the municipality of Ponta Delgada and the island of São Miguel.

2.8.4 Contents from the Azores

Development of conditions for the increase of audio-visual content based on the Azores that can be traded internationally. Exploration of documentary, fiction and documentary fiction genres.

RTP Açores’ investment in the establishment of the RTP Açores Academy. Prospection of international co-productions and European broadcasting network and others coinciding with the diaspora.

INTERCONNECTION WITH STRATEGIC AGENDAS

Recovery and Resilience Plan, culture area, action digital networks and digital transition, digitisation of arts and heritage.

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, tourism and heritage area, action innovative technological and digital solutions for sharing tourism and heritage assets.

ENTITIES TO BE INVOLVED

Portugal Film Commission, Regional Directorate of Tourism, RTP/RDP Açores, BBC, Cinema and Audio-visual Institute, Azores Tourism Association, Chamber of Commerce and Industry of Ponta Delgada, Açoriano Oriental, Writers’ Festival Arquipélago, publishers, bookshops and other agents of the audio-visual and literary sector.

CULTURAL ACCESSIBILITY

2.9 Delight

Program to coordinate initiatives of public engagement and educational services, expanding the opportunities for training in sensitive and aesthetic experience, critical vision, creative expression, and the multiplication of perspectives. Continuous work to develop new publics, particularly among vulnerable communities and non-publics, promoting social cohesion.

Teams are dedicated to widening the accessibility and to the develop audiences of the cultural public facilities.

2.9.1 Cultural Mediation and Education

Annual interlinking of the joint provision of cultural facilities to the public, specifically to schools, in order to increase opportunities for contact.

Planning and articulation of work with vulnerable communities, children and young people at risk, victims of gender violence, migrants and minorities still socially excluded.

Capacity-building of mediators and training of new cultural mediators.

2.9.2 Accessibilities

Joint plan to adapt public institutions to a broad accessibility – physical, sensory and cognitive – to the diversity of bodies and modes of perception.

It implies the adaptation of buildings, sign systems, exhibition supports, training of public mediation teams.

2.9.3 City Card

Public attracting program, establishing a loyalty program fostering inter-recommendation. City card that aggregates advantages with a network of economic partners, cultural facilities and transport network. Provides information for monitoring cultural practices and interconnects with the Cultural Observatory. Communication channel, via social networks and newsletter for targeted communication of the cultural agenda.

2.9.4 Culture -Mediation -City

The project associates the ongoing urban regeneration processes with cultural mediation to debate the sense of place, the co-responsibility of caring, to question ghettoisation, to provoke urban-rural mobility.

INTERCONNECTION WITH STRATEGIC AGENDAS

Recovery and Resilience Plan, social responses area, 360° accessibility action.

National Arts Plan.

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, area tourism and heritage, action inter-relations between tourism activities, heritage rehabilitation processes and housing dynamics.

Strategic Development Plan of Ponta Delgada, action PE26 + social integration.

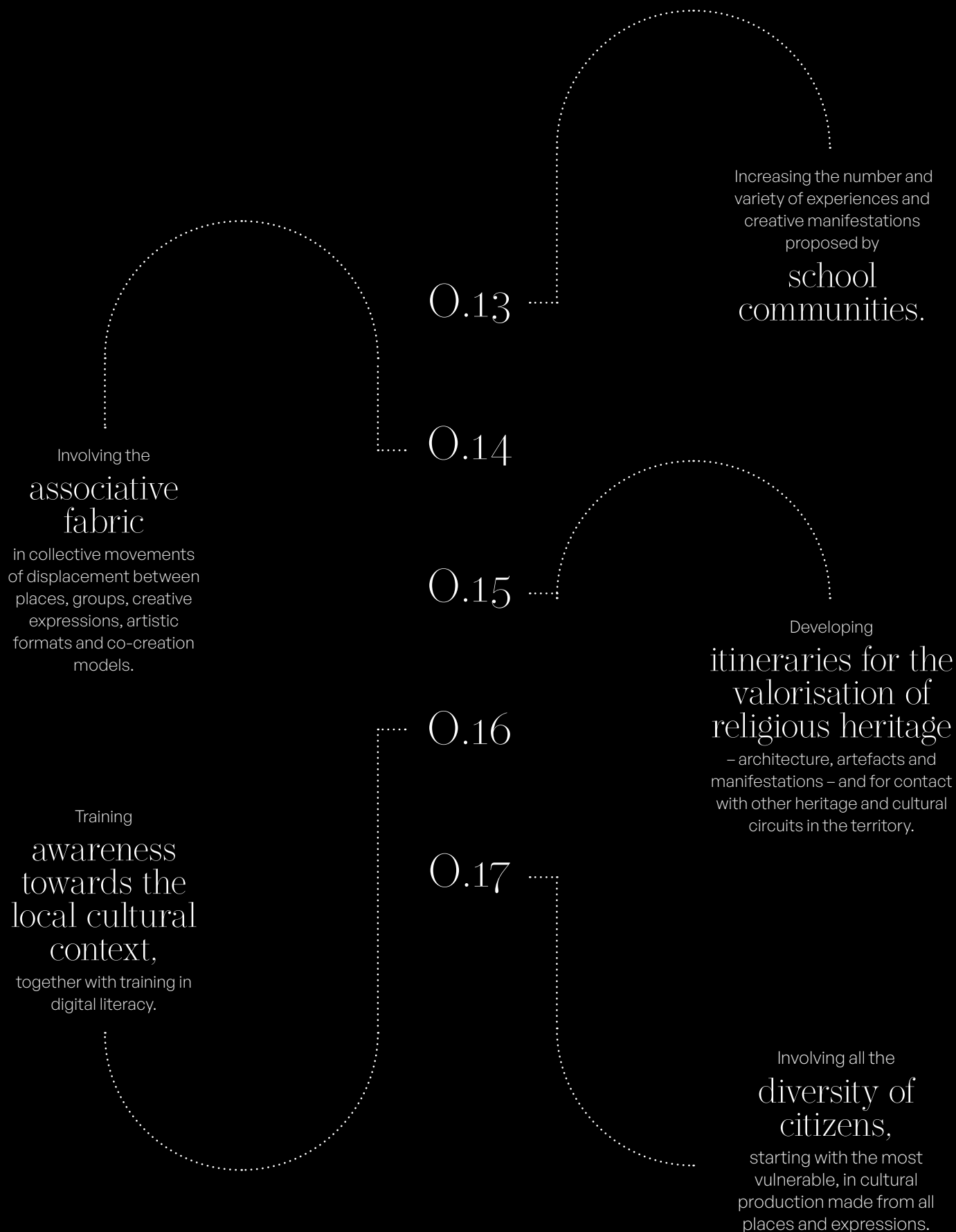
ENTITIES TO BE INVOLVED

Regional Directorate for Culture, Regional Directorate for Education, Regional Directorate for Youth, National Arts Plan, Carlos Machado Museum, Public Library and Regional Archive of Ponta Delgada, Micaelense Theatre, Coliseum, Anda e Fala Association, Tremor Festival, Estúdio 13, Solidaried'arte, ACCESA and other entities involved in mediation and social inclusion practices.

5.5 CULTURAL CITIZENSHIP — axis 3

Citizenship is an ongoing exercise for which culture builds tools for reading the world and to diversify possibilities. A society that questions what it recognises as heritage, takes responsibility for its safeguarding and takes into its own hands the contemporary production of new discourses and significant objects is a society that is more self-assured and, therefore, more open and capable of facing the challenges of globalisation and digitalisation.

The Cultural Citizenship Axis wants to mobilise the contexts of cultural production from multiple local circles, in a geometry more permeable to the displacement between groups, between towns, between memory and possibilities of future. In holistic articulation with other areas, it wants to contribute to face deep-seated social challenges, in particular phenomena of poverty, children and young people at risk of dropping out of school and social exclusion, gender inequalities and ethnic discrimination. Local institutions such as schools, associations and religious organisations are used as starting points to propose and exhibit creative expressions. New models of shared management of caring and deciding what belongs to everyone are tried out. Cultural poles are territorialised throughout the municipality so that everyone can be reached, starting with marginalised communities or those at risk of social exclusion.



LOCAL INSTITUTIONS

3.1 Breakthroughs – Educational Communities

Schools as central community hubs in cultural dissemination and production.

Program to increase the provision of vocational education, as well as opportunities around non-formal experiences of exposure to artistic languages and training in creative and civic expression. Preparing more teachers and more members of the educational community to lead creative projects. Invitation to the permeability of the school to its context.

3.1.1 Cultural and Vocational Activities

Increasing the provision of coordinated and supplementary vocational education in the areas of dance, plastic and audio-visual arts through the certification of the formative services of local schools. To organise an annual agenda of cultural activities linked between cultural agents in the context of extracurricular and complementary activities. To ensure creative contents at nursery and primary school are taught or, at least, coordinated by artists and creators, either through partnerships between local and regional public management and private agents, or by making use of the programs established by the National Plan for the Arts.

This interconnects with 2.9.1 Cultural Mediation and Education.

3.1.2 Cultural Growth Support Program

Program of incentives for cultural learning. Establishment of partnerships and agreements to finance part of the fees for extracurricular creative activities developed by institutions throughout the municipality and aimed at young people, particularly those in need. The program aims to train audiences and broaden talents.

3.1.3 National Arts Plan

Extending the number of schools signing up to the National Arts Plan, by strengthening communication of the program through the Cultural Ambassadors (pilot program Azores 2027) and the sharing of experiences between schools. Discussing the co-responsibility of municipalities, schools and other local institutions in the allocation of resources to the program. Focus on the progressive training of teachers.

INTERCONNECTION WITH STRATEGIC AGENDAS

National Arts Plan

Ponta Delgada Strategic Development Plan, action PE26 + social integration.

ENTITIES TO BE INVOLVED

Regional Directorate of Education, Regional Directorate of Culture, Regional Directorate of Qualification and Employment, public, private, cooperative and solidary school network, Private Social Solidarity Institutions, S. José Centre for Childhood and Youth Support, Ponta Delgada Regional Conservatory.

LOCAL INSTITUTIONS

3.2 Displacements – Associative Communities

Cultural associations, from philharmonic groups to theatre groups and others, as centres for the formation of civic values and local schools of creative expressions. Support program for the worldly training of leaders and the promotion of contact and intersection with other cultural associations of the municipality, the archipelago and the world.

3.2.1 Support to Cultural Activities

Reinforcing the support fund for cultural, recreational and social associations, updating the regulation in order to distinguish investment lines according to the typology of activities and impact scales. Establishment of result goals for each investment line.

3.2.1 Digital Culture

Design of an online platform to present the history, activities and agenda of each cultural association in order to encourage regional and international exchange.

3.2.2 The Place Beyond

Work with cultural and social mediators with the Philharmonic Orchestras, Theatre and Folk Groups, among other associations, to increase mobility between places, expand horizons and intersect other expressions. It integrates inter-knowledge visits, co-creation projects, contact with contemporary production. It seeks to renew the appeal to young people to join associations. It interconnects with 2.7.1 New Repertoires and 2.9 Delight.

INTERCONNECTION WITH STRATEGIC AGENDAS

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, tourism and heritage area, new forms of social economy.

Strategic Development Plan of Ponta Delgada, action PE26 + social integration.

ENTITIES TO BE INVOLVED

Regional Directorate for Communities, Regional Culture Directorate, Federation of Philharmonic Bands of the Azores, Philharmonic Bands, folk, theatre and socio-cultural groups, Coliseum, Municipal Culture Centre, Ernesto Canto Municipal Library.

LOCAL INSTITUTIONS

3.3 Irradiations – Communities of Worship

Spaces, rituals and religious communities as places of possibility for the deepening of knowledge of cultural structures and for intercultural dialogue. Mapping, documentation and reinterpretation of the expressions of spirituality and their relationship with place and the inexpressible.

3.3.1 Places of Worship

Mapping of churches and other places of worship as spaces of cultural dissemination, identifying the possibilities of hosting guided tours, cultural and artistic exhibitions.

Integration of interpretation supports

1.3.2 Landscape interpretation network
and inclusion in the program 3.5 With
Everyone and Everywhere.

3.3.2 Routes of Worship

Documentation of religious expressions and festivities interconnected with 2.5.2 Anonymous people. Establishment of visit routes, itinerancy possibilities, technical support to the establishment of museum nuclei.

INTERCONNECTION WITH STRATEGIC AGENDAS

Recovery and Resilience Plan, culture area, action networks and digital transition, digitisation of arts and heritage.

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, area of tourism and heritage, action on socio-economic return from tourism activities.

Ponta Delgada Strategic Development Plan, action PE25 + quality of life of the senior population.

ENTITIES TO BE INVOLVED

Regional Directorate for Culture, Regional Directorate for Communities, Rectorate of the Sanctuary of Senhor Santo Cristo dos Milagres, the Holy Spirit Brotherhoods, parishes, Association of Immigrants in the Azores.

CITIZENS

3.4 Around Me

Work for exploring and getting to know Ponta Delgada through cultural tools, carried out from the unity of each citizen. A project that welcomes the coming together of generations and different communities to appropriate the common heritage in a dialectical relationship between the local and the global, between the corporeal and the digital. Project to develop tools for interpreting the "forest of signs" that organise the close context and the multiplicity of global communications.

3.4.1 Around Me
– Body Earth

Awareness and co-responsibility for our common heritage. Getting to know the common home we inhabit – land and sea. Designing volunteer programs to care for and share heritage assets. Experiences of exploring individual creativity triggered by time-consuming enjoyment of heritage resources.

Includes cross-over possibilities with sports associations and nature and heritage preservation associations.

3.4.2 Around Me
– Digital Body

Acquisition of digital skills, together with the development of digital literacy: knowing how to interpret, choose, navigate and propose in the global and digital sea that surrounds us. Confronting near and far reality, composing a multi-identity. Use of writing and image to train one's own voice, made of multiplicities, and the exposure of that voice in the near and global reality.

3.4.3 Discovering

Co-funding program for culturally motivated trips for young people. Launch of annual calls for proposals for cultural travel plans in Europe, with a view to sharing experiences between peers in conversation, conference and social network formats.

INTERCONNECTION WITH STRATEGIC AGENDAS

Recovery and Resilience Plan, Digital School area, digital education action in the Azores.

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, area tourism and heritage, action Digital and innovative technological solutions for sharing tourism assets and heritage.

Ponta Delgada Development Plan, action PE26 + social integration.

ENTITIES TO BE INVOLVED

Regional Directorate for Science and Digital Transition, activists, informal groups of young people and seniors, environmental and heritage preservation groups.

CITIZENS

3.5 With Everyone and Everywhere

Artistic projects in which the protagonists are the inhabitants of Ponta Delgada, in all their diversity, favouring the summoning of the most vulnerable communities, such as those living in poverty, at risk of dropping out of school, victims of gender or ethnic discrimination, migrants or others.

Design of a territorialised work program in all the parishes, acting from the network of local facilities and the network of green spaces, mapping the needs of each one of the places and promoting the circulation between settlements.

Designation of cultural agents as co-hosts together with local cultural associations, facilitating the creation of new audiences. Interconnection with 1.1.1 Cultural Infrastructure Network and 1.1.3 Itinerant Culture.

INTERCONNECTION WITH STRATEGIC AGENDAS

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, area tourism and heritage, action Redistributive models of tourism activity: cultural and creative industries.

Ponta Delgada Development Plan, action PE16 valorisation of civic centres.

ENTITIES TO BE INVOLVED

Micaelense Theatre, Public Library and Regional Archive of Ponta Delgada, Coliseum, agents of the cultural and creative sector, Municipal Culture Centre, Fenais da Luz Cultural Centre, Santo António Cultural Centre, Natália Correia Cultural Centre and other facilities nearby.



5.6 GLOBAL ARCHIPELAGO — axis 4

In a society founded on plural roots and today host to new migratory flows, Ponta Delgada, alongside the Azores, is challenged to reconfigure itself as an insular community in a global archipelago. Cultural production will be a privileged instrument for connecting, testing and updating new identity configurations.

The Cultural Archipelago Axis results from the urgency of blurring borders and experimenting cooperation in various domains and scales: between public and private, between parishes, municipalities and the Region, between centralities and margins, between spirituality and creation, between tradition and rupture. Due to its pertinence, this axis demands its own space, but it is transversally related to all the others. Collaborative networks are densified, from local to global, mobilising knowledge, people and resources and positioning local creative and cultural values internationally. Transatlantic bridge-projects are launched and regular supports for cultural communication are established. The audiences and cultural agents are known and the multiple repercussions of the Cultural Strategy and its impacts are monitored. The application process to become the European Capital of Culture, in course, embodies among the Azoreans the so desired and necessary approximation and the recognition of the value of culture.

Implementing
pilot projects to
strengthen and
review affective ties
with the

Azorean
diaspora.

O.18

O.19

O.20

O.21

O.22

Implementing
local and
international
collaboration
networks

between counterpart
facilities and cultural
practices, sharing and
capturing knowledge
and resources.

Communicating

cultural production
through dedicated and regular
channels, in cooperation
with the territory and tourism
promotion.

Producing
knowledge
on cultural and artistic
enjoyment and production
habits and evaluate
the impacts of the
implementation of the
Cultural Strategy.

Strengthen
European ties

through network projects
that underline common
cultural heritages,
particularly by applying for
the title of

European
Capital of
Culture.



Walk & Talk, Pedro Lino, Mistérios Negros
© Mariana Lopes

NETWORKS AND INTERNATIONALISATION

4.1 Networks, Networks, Networks!

Given the need to strengthen collaboration between public institutions, associations and agents on all scales and in all cultural domains, there is an urgent need to establish a culture of collaboration in networks that are truly active and aggregative. Networks that boost the cohesion of the Azores Archipelago, as well as the joint mobilisation of resources and international projection.

4.1.1 Networks of Cultural Institutions

Establishment and effective deepening of collaboration networks between cultural and creative sector agents and similar support facilities – networks of theatres, libraries, heritage management, film clubs, galleries, etc.

Gathering together the small ethnographic clusters which are scattered around the country for the joint management of a museum or library.

Establishing forums for cooperation, in particular by setting up a Municipal Council of Culture, with consultative functions which would bring together the heads of the main cultural bodies of Ponta Delgada as well as individuals recognised for their work on behalf of culture. Work on the scale of the municipality of Ponta Delgada, the island of São Miguel and the Azores Archipelago.

4.1.2 Cultural Ambassadors

Continuing the pilot project launched by Azores 2027, maintaining a cultural interlocutor on each island, facilitating the establishment of projects in inter-municipal cooperation.

4.1.3 Internationalisation and Resources Office

Contracting external consultancy services or establishing an internal office for internationalisation and fundraising. Creation of international communication media, boosting the presence of Ponta Delgada and its agents in European networks, diaspora territories, Macaronesia and others.

Designing and supporting local agents in integrating international applications. Attracting investment from companies, diaspora, patronage and sponsorship models, European and Portuguese-American funds.

Annual plan to support the internationalisation of artists by financing the circulation of Azorean works on international circuits and artistic residencies of local artists abroad.

In articulation with 2.4 Sustained contemporaneity.

INTERCONNECTION WITH STRATEGIC AGENDAS

Recovery and Resilience Plan, culture area, action networks and digital transition, internationalisation, modernisation and digitalisation of the book and authors.

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, tourism and heritage area, international dynamics in research and innovation action.

ENTITIES TO BE INVOLVED

Regional Directorate for Culture, Regional Directorate for European Affairs and External Cooperation, University of the Azores, Portuguese Museum Network, Carlos Machado Museum, ethnographic centres.

NETWORKS AND INTERNATIONALISATION

4.2 10th Island

Projects to update transatlantic ties, which from nuclei of the Azorean diaspora contaminate territories in the Americas and Macaronesia with contemporary, interchangeable cultural proposals.

Simultaneously, the 10th Island will also be a floating platform of intercommunication between Azoreans.

4.2.1 Culture-Boat

This project embodies the idea of a mobile and floating platform that shares resources to support culture between islands. It is about temporary occupations in recreational and transport boats along with the ambition to equip a boat with spaces for training creative and exhibition skills in dialogue with the observation and study of the oceans, which can circulate between islands, or even between continents, moving cultural products and agents. The culture-boat will also be a seat of cultural diplomacy and an object demonstrating the potential of the Azores Sea Cluster.

The culture-boat proposal will be designed in the light of the assumptions of sustainability advocated by the New Bauhaus, specifically seeking to contribute to the Portuguese manifesto, a Bauhaus of the Sea that brings together a school of transdisciplinary knowledge around sustainable solutions for the sea and coastal communities.

4.2.2 Pilots

Development of long term pilot projects around themes which aggregate the whole Azorean and Azorean-descendant community:

- Literature Pilot (transatlantic edition of Azorean and Azorean-descendant literature);
- Migrations Pilot (historical heritage of Azorean emigrations and immigrations, heritage of cetacean migrations).
- Philharmonic Pilot (heritage of social solidarity, possibilities of repertoire and dialogue with philharmonics from all over the world;
- Pilot Cult of the Holy Spirit (historical and social heritage, sharing of narratives and myths).
- Gastronomy Pilot (PDO – Protected Designation of Origin products and PGI – Protected Geographical Indication products, social practices and rituals, know-how and recipes, new gastronomic creation and innovation).

INTERCONNECTION WITH STRATEGIC AGENDAS

Recovery and Resilience Plan, area sea, action Azores Sea Cluster; area culture, action networks and digital transition, internationalisation, modernisation and digitalisation of the book and authors.

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, area sea and blue economy, action preservation and valorisation of the natural capital and heritage; area tourism and heritage, action Azores as a living laboratory of experimentation, geostrategic recognition of the Azores destination.

Ponta Delgada Development Plan, action PE30 scientific tourism.

ENTITIES TO BE INVOLVED

Regional Directorate of Culture, Regional Directorate of Communities, Regional Directorate of European Affairs and External Cooperation, Regional Directorate of Tourism, Regional Directorate of Environment, New European Bauhaus, Ports of the Azores, Azorean shipping companies, international cruise lines, World Council of Casas dos Açores, Azorean Diaspora Council, publication Grotta – Arquipélago de Escritores, Ponta Delgada School of Hospitality and Tourism, economic stakeholders.

COMMUNICATION

4.3 PDL Culture

Communication of cultural production in its own and regular media, online and offline, multilingual. In conjunction with the local media and tourism promotion instruments, with the Portugal Film Commission and other international missions. Providing local and international visibility to the cultural dynamics that already exist, but are still not very visible, and promote contact between agents.

This action will be supported by the online instruments of the Municipality such as the web-site and mobile application.

4.3.1 PDL Culture Brand

Association of cultural assets with Ponta Delgada's external communication, related with tourism, territorial marketing and city diplomacy.

Development of channels for the divulgation of local agents and production.

4.3.2 9 Neighbourhoods
– Creative Portfolio

Continuation of the pilot project 9 Neighbourhoods (Azores 2027) to consolidate a portfolio of the cultural and creative sector, educational and social innovation sectors. Progressive mapping of agents, spaces and networks and dynamization of an intra and inter-sectoral contact platform.

4.3.3 Cultural Agenda

In partnership and sharing of resources with local media, establish a cultural agenda in print and digital formats, also integrating the radio format, aimed at local and international audiences.

Desirably extended to the island of São Miguel and the Region and interconnected with 2.8 Lens Azores.

INTERCONNECTION WITH STRATEGIC AGENDAS

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, tourism and heritage area, action Identity and image of the Azores tourist services.

Ponta Delgada Development Plan, action PE29 brand image.

ENTITIES TO BE INVOLVED

Regional Directorate of Tourism, Regional Directorate of Culture, RTP/RDP Açores, Açoriano Oriental, Yuzin Azores.

MONITORING AND ASSESSMENT

4.4 Culture Observatory

Establishment of a Cultural Observatory in Ponta Delgada, as a pilot of a program that should be extended to the Region. Production of knowledge about the cultural habits of the public, about opportunities for contact with culture throughout life, about professional cultural practices and their impact on the social and economic development of the territory. Regular collection, processing and analysis of information to support public policies. Coordination with the Youth and Tourism Observatories of the Azores.

The observatory is also responsible for evaluating the implementation of the Cultural Strategy.

4.4.1 Audience Research

Regular implementation of public surveys on their cultural habits, based on the pilot established in the process of drawing up the Strategy. Coordination of the data of municipal and regional cultural infrastructure, and desirably extended to the public of the island of São Miguel.

4.4.2 Monitoring the Cultural Strategy

Continuous monitoring of the Strategy's implementation, enabling continuous evaluation of the path. Regular annual and in-depth evaluations, for each implementation cycle, according to the proposed objectives and in accordance with a matrix of indicators aligned with international targets..

INTERCONNECTION WITH STRATEGIC AGENDAS

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, area tourism and heritage, action comparative studies in the Euro-Atlantic space.

ENTITIES TO BE INVOLVED

Azores University, Regional Culture Directorate, Tourism Observatory.

4.5 European Capital of Culture

Civil society and cultural agents have mobilised themselves to demand that the public authorities apply Ponta Delgada, associated with the Azores, as European Capital of Culture, and have gathered more than 800 signatures in a short space of time. The process of preparing the application is being transformative, whether in mapping the existing forces, opening channels of dialogue or transforming the political vision of the role of culture in development. The application process is enabling the implementation of pilot actions aligned with a strategic vision and the possibility of hosting the title represents an unparalleled opportunity to deepen European ties.

The holding of the European Capital of Culture will act as an accelerator for Ponta Delgada's strategic vision, simultaneously contaminating the entire Region, the dominant European culture and the Azorean diaspora, thus connecting Europe, Macaronesia and the American continent.

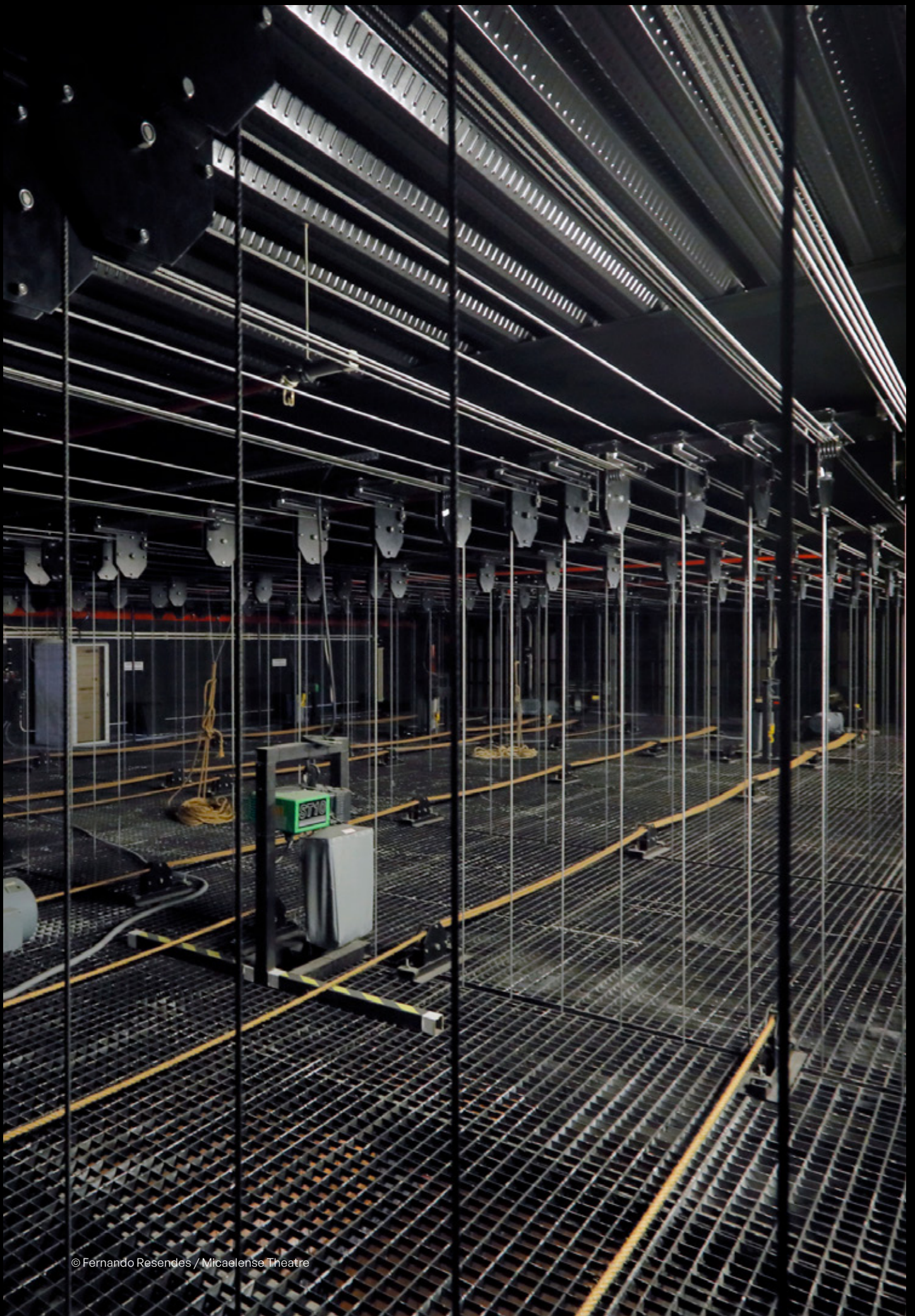
INTERCONNECTION WITH STRATEGIC AGENDAS

Research and Innovation Strategy for the Intelligent Specialisation of the Autonomous Region of the Azores, tourism and heritage area, action enhancing the Azores' geostrategic advantage for the tourism sector.

Ponta Delgada Development Plan, action PE29 brand image, application to become the European Capital of Culture.

ENTITIES TO BE INVOLVED

The Regional Government of the Azores, the University of the Azores, the institutional and independent cultural and creative sector, the business world, the third sector and citizens.





6 TOWARDS IMPLEMEN- TATION

6.1 Implementation Schedule

The Cultural Strategy will be developed according to three major cycles, which will correspond to detailed implementation plans in terms of actions, targets and the agents to be involved.

IMPLEMENTATION SCHEDULE

Pilot Projects

2021

2022

2023

2024

2025

2021-25

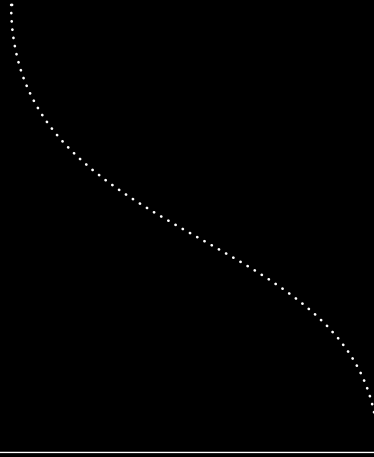
1st cycle

implementation

2028-30

3rd cycle

Implementation



2026

2027

2028

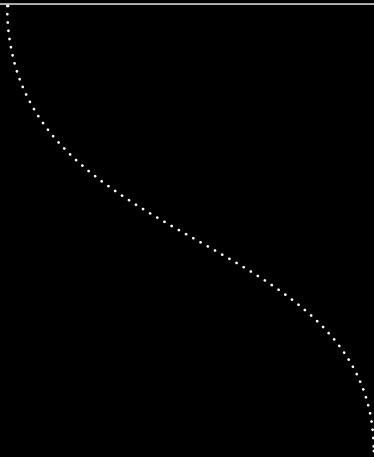
2029

2030

2026-27

2nd cycle

Implementation



2021



2025

Corresponding to the municipal political cycle currently underway, this first stage will serve to establish working teams, the foundational instruments of work and launch regional and international cooperation networks.

Within this cycle it is considered that the first two years are essential for the start-up of pilot projects. Bearing in mind the implementation of a strategy defined in the long term, it is important, from the very beginning, to invest in pilot experiences that allow the early involvement of local agents and to assess their replicability.

These pilots include actions that are being driven by the process of application for the title of European Capital of Culture in 2027.

At the end of this cycle, an in-depth evaluation will be carried out in order to prepare for the year when the European Capital of Culture will be held.

1ST
IMPLEMENTATION
CYCLE

2026



2027

As Ponta Delgada's application to become the European Capital of Culture is a structuring action in the Cultural Strategy and its action plan, the 2026-2027 biennium may be a period in which the results of the ongoing Cultural Strategy consolidate projects with a view to the holding of the event, in the eventuality of winning the title.

In the event that the title is awarded to the Municipality of Ponta Delgada in association with the Azores Region, the planning carried out in the previous cycle will ensure that the implementation of the title in 2027 reverts to the long-term cultural policies outlined in the Strategy.

In this way, 2027 constitutes an exceptional moment of materialisation of the Cultural Strategy of Ponta Delgada and of the cultural development of the city, focusing the 3 subsequent years on the legacy of this title including the due evaluation and the projection of a new cycle for the following decade.

2ND
IMPLEMENTATION
CYCLE

2028



2030

As mentioned in the chapter on monitoring and assessment, the Cultural Strategy of the Municipality of Ponta Delgada is aligned with the main European and international strategic agendas in which 2030 is a major global milestone, with regard to thematic priorities for the cultural sector and other associated sectoral contexts.

In this sense, the 3rd implementation cycle is considered to be the time period for verifying the contributions of the Strategy to international political agendas and respective targets set for the intervention areas defined in relation to culture and reflected in the strategy.

If it is possible to attribute the title of European Capital of Culture to the municipality of Ponta Delgada, this period will also correspond to the process of consolidation and evaluation of the policies developed throughout the process of preparation and implementation of the event as well as the legacy produced.

3RD
IMPLEMENTATION
CYCLE

Pilgrims
© Paulo Jorge



6.2

Management Model

This section identifies the guidelines for the management of the Cultural Strategy of Ponta Delgada, including organisational structures, necessary conditions and the instruments of coordination between agents on a municipal scale, and in the relations it establishes with other scales, inter-municipal, regional, with the diaspora, Europe and the world.

The opportunity generated by the establishment of the 2030 Strategy for Culture in Ponta Delgada, as well as Ponta Delgada's application to become European Capital of Culture in 2027, began a period of intense dialogue, meetings and consultation between agents from different sectors and from different geographical scales, which should be broadened and deepened throughout the Strategy's implementation period.

In terms of responsibilities, the Municipality of Ponta Delgada will be in charge of ensuring the implementation of the Strategy, as well as the fulfilment of the vision and goals within the defined timeframe, mobilising the necessary resources and a wide range of agents, within a logic of a participative process.

Fulfilling the mission of placing culture at the centre of the territorial development strategies necessarily implies a restructuring at the level of the structures and practices of the Municipality in terms of cultural policy and management, in order to make them more flexible and adequate to the new challenges. This restructuring may involve the creation of organic structures endowed with autonomy (e.g. for the management of the Micaelense Coliseum), or the externalisation of certain functions. It is also foreseen that

it will be fundamental to guarantee the adequacy of the competences of the Municipal Council's technical teams to the functions necessary for the fulfilment of the Strategy, as well as the implementation of an effective and innovative internal and external communication strategy. Also relevant will be the coordination between the structures of the Municipal Council directly and indirectly related with culture, with emphasis on the structures with competences in the areas of Education, Tourism, Social Development and Urbanism (ex. competence centres).

The participation of a wider range of public and private agents from the municipality of Ponta Delgada in the development of the Strategy finds in the figure of the Municipal Council of Culture (to be established), a particularly appropriate structure due to its nature and principles. In this context, the logic of functioning as a network (horizontal coordination) and its consultative nature stand out. The representativeness of the different parishes of Ponta Delgada and of institutions and agents of the cultural and creative sector seems fundamental. This structure would take maximum advantage of the participation of a representative set of agents, functioning as a body for meeting, debate, coordination, monitoring and evaluation of the Strategy. For the operationalisation of the Municipality's activities, specific working groups could be created, which would respond directly to concrete themes and challenges.

In the scope of the wider cooperation, as mentioned, the Cultural Strategy is designed starting from Ponta Delgada, but in relation to the closest and most distant territories (Mainland, Europe and the world). In this sense, it is important to coordinate and manage networking opportunities, starting with the municipalities of the Island of São Miguel and the rest of the Archipelago, following the example of some initiatives developed by the Association of Municipalities of the Azores Region (AMRA), and with the Regional Government of the Azores. Ponta Delgada may, in the context of the Strategy's implementation, take on and position itself as a laboratory of public policies for culture, in projects that inspire (and are inspired by) the wider territory of the Archipelago, and which may be extended and adapted in the remaining municipalities. The formal implementation of this extended cooperation at the Archipelago scale may be materialised in the establishment of a structure for debate and strategic advice (ex. Consultative Council), where the Regional Government, the Local Administration of the various islands and agents of the sector and civil society related to culture would be represented, as well as some national, European and international personalities.

As described, the management model proposed for the Ponta Delgada Cultural Strategy 2030 presupposes the participation and sharing of responsibilities among a wide range of agents, acting at different scales and in different sectors and contexts. The challenges related to the implementation of this Strategy require changes at the level of individual and collective practices of the different agents. Meeting this challenge with determination will certainly have relevant impacts on the territory of Ponta Delgada and the Azores that go beyond the cultural sphere itself.

6.3

Monitoring and Assessment

The evaluation and monitoring of the Cultural Strategy of Ponta Delgada 2030 are central components of the strategy itself, in its process and result dimensions.

Monitoring and evaluating a strategy of this nature is an intrinsically multifaceted and complex task. It is a strategy:

- spanning several years and involving different cycles,
- which integrates a diverse set of actors at different scales,
- that has defined a set of objectives strictly related to culture and creativity, but also others that are situated in the interconnection between these and territorial development,
- that crosses objectives that put in dialogue territorial specificities with some of the most relevant global challenges.

To monitor and evaluate the Cultural Strategy of Ponta Delgada 2030 thus implies translating this complexity into comprehensiveness and coordination of the information that is collected, analysed and communicated on its development, results and impact, but also into an agile system that allows learning and acting in parallel, and that is practical, effective and adaptive.

Starting from the vision and objectives of the Cultural Strategy of Ponta Delgada 2030, a set of dimensions and indicators, instruments and cycles of collection and analysis are defined, and potential responsible parties and partners for the monitoring and evaluation of this strategy are suggested. Specifically, the monitoring and evaluation system is guided by the following principles:

- It integrates indicators of different natures, of achievement, results and impact on the territory;
- It considers the use of quantitative and qualitative data collection and analysis techniques (e.g. interview, survey, focus group, statistics, social network analysis);
- Monitoring should be done continuously, in order to regularly assess the implementation of the strategy and inform action;
- In addition to on-going monitoring, the end of each of the three major cycles should coincide with an in-depth evaluation, focusing on actions, targets and the agents involved, so as to allow for the correction of the Strategy's trajectory in subsequent cycles, should it prove necessary;
- The management of the system implies a work of shared responsibilities, and it is strongly recommended that the coordination of the permanent collection, processing, information analysis and communication be led by an entity external to the Municipality (ex. University), in technical and political coordination with members of the Municipal Executive;
- Complementarily, the management of the system should ensure the elaboration (biannually or annually and at the end of each great cycle), of a document of analysis of the progress and results, which should later be analysed by other reflection groups that may be constituted (ex. Board of Trustees).

The Cultural Strategy of Ponta Delgada 2030 is born in conjunction with a set of other local and regional strategies, particularly related to Heritage, Tourism, Environment and Youth. It is also aligned with the main European and international strategic agendas, with regard to the priorities for the cultural and creative sectors and others that intersect with them, and the most relevant current economic, social and environmental challenges that can benefit from the contributions of these sectors. Horizon Europe, the New Regional Cohesion Policy – Europe 2027, the European Ecological Pact, the Digital Europe Program and the 2030 Agenda are examples of reference agendas for this strategy. Consequently, the monitoring and assessment system presented herein incorporates dimensions and indicators proposed in these reference agendas.

Agendas of reference

On a global scale, a Agenda 2030 para o Desenvolvimento Sustentável da ONU (2015), definiu 17 Objetivos para o Desenvolvimento Sustentável (ODS). Desde então, governos e cidadãos de todo o mundo têm vindo a mobilizar para, em conjunto, contribuírem para a criação de um modelo de desenvolvimento global que, genericamente, reduza a pobreza, promova a prosperidade e o bem-estar de todos, proteja o ambiente e combata as alterações climáticas.

The latest Sustainable Development Report arising from the High Level Political Forum (2020), highlights the need to accelerate compliance with the SDGs, and the role that Science and Technology can play in achieving them. In this sense, it is of utmost relevance to take into account the indicators proposed by the Research and Innovation Strategy for the Smart Specialisation of the Autonomous Region of the Azores (RIS3 Açores), for the period 2021-2027, in which the SDGs are incorporated. In this context, particular attention will be paid to the priority area – "Tourism and Heritage". For this area, RIS3 Azores mobilises SDG 8) Decent Work and Economic Growth and 11) Sustainable Cities and Communities, the latter clearly expressing the fundamental role that culture plays in the achievement of sustainable urban development, in particular through redoubled efforts in the protection and safeguarding of world cultural and natural heritage.

Also in the context of the 2030 Agenda, UNESCO has also defined a set of thematic indicators for Culture, seeking to ensure the recognition of its role in the achievement of most of the SDGs. Here we highlight those mainly focused on the quality of education, sustainable cities, environment, economic growth, sustainable production and consumption patterns, peaceful and inclusive societies and gender equality. These contributions reflect that, from intangible heritage to the creative economy sectors, culture plays a facilitating and catalytic role in relation to the economic, social and environmental dimensions of sustainable development.

This set of indicators thus constitutes a priority international reference, insofar as it represents a commitment at a global scale, consolidating a strategic cycle developed in the long term, and to which will correspond a first phase of evaluation and reflection, in 2030.

At the European level, it is important to consider a set of ongoing cultural development dynamics, to which the definition of the present strategy intends to contribute and converge.

The Cultural and Creative Cities Monitor – which the city of Ponta Delgada intends to join – is a benchmarking tool conceived and developed by the Commission's Science and Knowledge service (JCR – Joint Research Centre) in order to monitor and assess the performance of 'Cultural and Creative Cities' in Europe against their peers, based on population, income and employment, among other quantitative indicators and qualitative information. This monitor shows the performance of 190 cities in 30 European countries against a set of measures that describe a city's 'Cultural Vibrations', 'Creative Economy' and 'Enabling Environment', based on 29 quantitative indicators. This monitor is the only tool whose culture and

creativity related indicators are applicable to a large sample of European cities with diverse demographic and economic characteristics, and have been widely used by policy makers, cultural operators, businesses and non-governmental organisations.

It is also worth mentioning the European Commission's Guidelines for the evaluation of the results of the European ECoC 2020-2033, cities themselves, considering the relevance of the specific action integrated in the action plan, regarding the Application of Ponta Delgada to the European Capital of Culture (ECoC) 2027.

In addition to acting as a benchmark for cities post-title, the issued guidelines also constitute a new requirement for ECoC, providing a set of common indicators to be applied as well as a list of questions cities should reflect upon in their application for the title and their planning and evaluation processes.

At the local level, this new requirement helps the ECoC (and candidate cities) improve performance against the objectives set for the title year, and early planning assessment (and evaluation tools) help cities to look at their strengths and weaknesses, readjust objectives, setting clear and plausible targets.

SENSE OF PLACE**— axis 1**

Indicators for each Strategic Axis

| | | | |
|-------|---|-------------|------------|
| E1.1 | Cultural facilities involved in networks of facilities management, in particular for creation, exhibition, education | No. | result |
| E1.2 | Public spaces with vocation for artistic and cultural activities and other unusual spaces mobilised for cultural and creative activities | No. | result |
| E1.3 | Competitions for Artistic Residencies | No. | completion |
| E1.4 | Cultural and creative agents involved in artistic residencies | No. | result |
| E1.5 | Places of heritage interest identified for identification signposting | No. | completion |
| E1.6 | Art exhibitions held at points within the network of exhibition devices spread throughout the urban centre of Ponta Delgada | No. | result |
| E1.7 | Adherence of cultural and creative agents and initiatives to the Sustainability Primer | No. | result |
| E1.8 | Number of micro-projects for inclusive and sustainable urbanisation, participative, adapting non-inclusive spaces (SDG 11.3) | No. | completion |
| E1.9 | Points of historical, cultural and or artistic interest, such as architectural buildings, religious sites, monuments and statues, churches and cathedrals, bridges, towers and fountains, among others, divided by the total population and then multiplied by 100,000 (CCI Cities Monitor) | % | result |
| E1.10 | Accessible public and private spaces mobilised in the context of the Strategy for cultural production (studios, etc.) (ECoC Guidelines – Common Core Indicators 2) | No. | completion |
| E1.11 | Evolution of the conditions of public spaces in all the parishes of the municipality as stages for cultural and creative events | qualitative | result |

CULTURAL AND CREATIVE SECTOR

— axis 2

Indicators for each Strategic Axis

| | | | |
|-------|--|-------------|------------|
| E2.1 | Students enrolled in new formal vocational education courses, within the scope of performing arts | No. | result |
| E2.2 | Decision-makers and technicians involved in capacity-building actions in the areas of culture, tourism, urbanism, environment and society | No. | result |
| E2.3 | New companies supported by the Creative and Green Incubator | No. | result |
| E2.4 | Financial allocation made available by the municipality for the financing program for cultural and creative agents | Euros | completion |
| E2.5 | Entities registered in the patronage and sponsorship exchange as funders of pilot micro-projects | No. | completion |
| E2.6 | New works created in multidisciplinary co-creation, fruit of the continuity project with the philharmonic orchestras, local academies, <i>viola da terra</i> performers and organists | No. | result |
| E2.7 | Public mediation initiatives and educational services | No. | completion |
| E2.8 | Companies in the cultural and creative sectors (UNESCO Culture 2030, Prosperity and Livelihoods) | No. | result |
| E2.9 | Number of jobs in activities related to arts, culture and entertainment (e.g. performing arts, museums and libraries), divided by total population and then multiplied by 1 000 (CCI Cities Monitor) | % | result |
| E2.10 | Cultural initiatives linking heritage and innovation (ECoC Guidelines – Common Core Indicators 1) | No. | result |
| E2.11 | Improvement of conditions for the professionalisation of cultural and creative agents | qualitative | result |

CULTURAL CITIZENSHIP

— axis 3

Indicators for each Strategic Axis

| | | | |
|-------|--|-------------|------------|
| E3.1 | Students participating in projects included in the National Arts Plan | No. | result |
| E3.2 | Cultural and creative initiatives that take place in churches and other places of worship | No. | result |
| E3.3 | Citizens of all ages involved in awareness-raising and co-responsibility actions for the common neighbourhood heritage | No. | completion |
| E3.4 | Cultural and creative (public) events, by creative sub-sector, in each of the parishes | No. | result |
| E3.5 | Non-profit artistic and cultural structures that have benefited from Municipal support | No. | result |
| E3.6 | Non-profit artistic and cultural structures that have applied for Municipal support | No. | completion |
| E3.7 | Cultural and creative associations that led the development of co-creation projects/ initiatives involving associations located in a different parish of the municipality of Ponta Delgada | No. | result |
| E3.8 | Projects aimed at empowering and promoting the social, economic and political inclusion of all, regardless of age, gender, disability, ethnicity, origin, religion, economic or other condition (SDG 10.2) | No. | completion |
| E3.9 | Total museum admission tickets sold during the reporting year divided by total population and then multiplied by 1,000 (CCI Cities Monitor) | % | result |
| E3.10 | Citizens involved and participating in multicultural projects (ECoC Guidelines – Common Core Indicators 1) | No. | result |
| E3.11 | Citizens' perception of access to culture | qualitative | result |

GLOBAL ARCHIPELAGO

— axis 4

Indicators for each Strategic Axis

| | | | |
|-------|---|-------------|------------|
| E4.1 | Working group meetings organised by associations in the cultural and creative sectors (formal/informal), with the participation of the Municipality | No. | completion |
| E4.2 | Cultural and creative entities participating (alone/in partnership) in international funded projects | No. | result |
| E4.3 | Inter-municipal cooperation projects | No. | result |
| E4.4 | Participants in actions developed by the Culture-Boat | No. | result |
| E4.5 | People involved in long-running pilot projects around themes which aggregate the entire Azorean and Azorean-descendant community. | No. | result |
| E4.6 | Views of the online Cultural Agenda | No. | result |
| E4.7 | Participants in audience surveys | No. | completion |
| E4.8 | Initiatives of open and participative debate and reflection around the regular Evaluation of the Strategy | No. | completion |
| E4.9 | Annual total number of nights spent by tourists in tourist accommodation establishments (hotel or similar) divided by the total population (CCI Cities Monitor) | No. | result |
| E4.10 | Geographical scope of media coverage of cultural and creative events/projects/initiatives (ECoC Guidelines – Common Core Indicators 1) | No. | result |
| E4.11 | National / international recognition of cities as culturally vibrant and image enhancing (ECoC Guidelines – Common Core Indicators 2) | qualitative | result |



Feast of the Divine Holy Spirit
© José Vaz

6.4

Sources of Finance

As mentioned within the description of the proposed projects, the implementation of the Cultural Strategy of Ponta Delgada anticipates the creation of conditions to improve the access of cultural and creative agents to funding mechanisms, whether through municipal investment, through the ability to generate self-financing mechanisms and own revenues, through the involvement of the private sector or, furthermore, through access to other public sources.

Thus, the following guidelines are considered essential with regard to the strengthening of the capacity to finance and support access to financing for the cultural and creative sector:

- Continuing to invest in municipal investment, particularly in boosting a network of facilities at the service of Ponta Delgada's cultural and creative sector; in creating incentives for local artistic production and creation; and in developing a diversified program based on cultural mediation processes.
- Strengthen municipal participation in regional and European projects and networks (via the Azores 2030 Regional Operational Program, Creative Europe, Erasmus+, Urbact, Horizon 2020, among others), increasing the internationalisation of the territory's cultural and creative dynamics;
- Strengthen the relationship with the business fabric, seeking funding models and/or patronage through interdisciplinary projects, articulating the cultural and creative sector with the maritime cluster and the tourism sector;

- Strengthen the capacity of the cultural and creative sector of Ponta Delgada to access sources of national funding (via the Directorate General for the Arts, GDA Foundation, EDP Foundation, among others) and European funding (via the establishment of partnerships under the Creative Europe program, Erasmus+, among others). In this context, the Municipality of Ponta Delgada may assume the support to the sector in what concerns the identification of opportunities and partners and in technical support in the development of applications.

In the following table, some European and national programs dedicated to support for the cultural and creative sector and considered possible to frame projects proposed under this Strategy are identified in a non-exhaustive way.

The programs presented are a reference selection, as there are others available for artistic, cultural and creative entities, both nationally (in particular through Camões – Institute for Cooperation and Language; Calouste Gulbenkian Foundation, PICPORTUGAL – Incentive to the Cinematographic and Audio-visual Production – Cash Rebate, among others), or regional at the level of the new Regional Operational Program of the Azores framed by the Portugal 2030 Strategy of public policies and European funds for the period 2021-2027, or even at European and international level (Cosme; Aga Khan Development Network; Anna Lindh Grants, among others). Alongside the implementation of the Strategy, the possibilities for raising resources should be regularly evaluated, encouraging the dissemination of these possibilities among the cultural and creative sector along with its progressive autonomy in responding to applications.

| PROGRAM / ENTITY | AREA | DESCRIPTION / TYPE OF PROJECTS TO BE SUPPORTED | ALLOCATION OF RESOURCES |
|---------------------|--|--|--|
| HORIZON | Pillar II, Cluster Culture, Creativity and Inclusive Societies | <ul style="list-style-type: none"> – Innovative research in democracy and governance – Innovative research into European cultural heritage and cultural and creative industries – Innovative research into social and economic change | 130.5 M€ (target budget 2021-22) 144.5 M€ (target budget 2021-22) 147 M€ (target budget 2021-22) |
| CREATIVE EUROPE | Media | <ul style="list-style-type: none"> – Promoting Transnational Circulation – Strengthening Audio-visual Sector Capacity – MAAP – Media and Audio-visual Action Plan | 145,000 M€ |
| | Culture | <ul style="list-style-type: none"> – European Cooperation Projects – Support to European Networks – Support to European Platforms – Circulation of literary works – Pan-European Cultural Bodies | 825 M€ |
| | Tran-sector | <ul style="list-style-type: none"> – Creative Innovation Lab Action | 225 M€ |
| EEA GRANTS | Culture | <ul style="list-style-type: none"> – Strengthening cultural cooperation in Portugal, specifically supporting projects that promote social and economic development through cooperation, entrepreneurship and cultural management. | 9 M€ |
| | Active Citizens | <ul style="list-style-type: none"> – Strengthening civil society, reinforcing active citizenship, and empowering vulnerable groups. | 11 M€ |
| | Reconciliation and Gender Equality | <ul style="list-style-type: none"> – Innovative and structuring projects aligned with the National Strategy for Equality and Non-Discrimination 2018-2030 "Portugal + Equal", in the following areas: Gender Equality; Balance between professional, personal and family life; Violence against women and domestic violence; good governance. | 6 M€ |
| | Blue Growth | <ul style="list-style-type: none"> – Reducing economic and social disparities and strengthening the bilateral relationship through funding Research; Education, Scholarships, Literacy and Youth Entrepreneurship. | 44.7 M€ |
| ERASMUS + | Education and training | <ul style="list-style-type: none"> – Learning mobility projects and cross-border cooperation covering ten million Europeans of all ages and from all backgrounds. | 26.2 M€ |
| URBACT | Urban development | <ul style="list-style-type: none"> – Projects for learning and exchange of experience in the promotion of sustainable urban development, in the areas of economy, environment, governance and inclusion). | **96.3 M€ |

| PROGRAM / ENTITY | AREA | DESCRIPTION / TYPE OF PROJECTS TO BE SUPPORTED | ALLOCATION OF RESOURCES |
|---|--|--|-------------------------|
| URBAN INNOVATION ACTIONS | Innovation and development | – Projects to test new solutions to urban challenges. | **372 M€ |
| RECOVERY AND RESILIENCE PLAN (RRP) | Culture | – Investment in Cultural Networks and Digital Transition | 243 M€ |
| | Social Vulnerabilities: Social Responses | – Investment in the recovery and enhancement of the Cultural Heritage | 35 M€ |
| | Investment and Innovation | – Implementing the Regional Strategy to Combat Poverty and Social Exclusion – Support Networks | 115 M€ |
| | Qualifications and Skills | – Development of the Azores Sea Cluster | 29 M€ |
| | Digital School | – Adult qualification and lifelong learning | 38 M€ |
| DIRECTORATE-GENERAL FOR THE ARTS | Project Support: Creation and Editing | – Visual Arts | 1 M€ |
| | | – Performing Arts | 3,240 M€ |
| | Project Support: Programming | – Performing arts (circus, dance, music, opera and theatre), visual arts (architecture, plastic arts, design, photography and new media), street arts disciplinary intersection. | 2,040 M€ |
| | Project Support: Internationalisation | – Performing arts (circus, dance, music, opera and theatre), visual arts (architecture, plastic arts, design, photography and new media), street arts disciplinary intersection. | |
| DIRECTORATE-GENERAL FOR BOOKS, ARCHIVES AND LIBRARIES | Support Program for Translation | – Translation abroad of works by Portuguese authors and authors from Portuguese-speaking countries, with the exception of Brazil. | |
| | Support Program for Publishing | – Publication of works of Portuguese authors and of authors from Portuguese-speaking countries in Brazil – Publication of Illustration and Comic Books abroad | |

| PROGRAM / ENTITY | AREA | DESCRIPTION / TYPE OF PROJECTS TO BE SUPPORTED | ALLOCATION OF RESOURCES |
|---|--|--|----------------------------|
| GDA FOUNDATION | | - Program to Support the Circulation of Shows | *120 m€ |
| | | - Performers' Phonographic Publishing Support Program | 250 m€ |
| | | - Program of Support to Theatre and Dance Performances | 250 m€ |
| | | - Short Film Support Program | 150 m€ |
| | | - International Showcases Support Fund | 60 m€ |
| | | - Program of Support to Artistic Qualification and Specialisation Scholarships | *150 m€ |
| | | - Program of Support for the Professional Integration of Artists with Disabilities (individual and collective applications) | 25 m€ |
| ICA – INSTITUTO DO CINEMA E AUDIO-VISUAL | New talents and first works | | 3,250 M€ |
| | Support for audio-visual and multimedia | - Support to production and distribution, in various formats and contexts. | 4,680 M€ |
| | Support for cinema | | 12,300 M€ |
| | Support to the establishment of an audience in schools | - Training sessions for children and teenagers | 150 m€ |
| | Support for exhibition in Festivals and Alternative Circuits | - Exhibition, in alternative circuits, of national, European or countries' works whose distribution in Portugal is less than 5% of the market share. | 440 m€ |
| | Support for inter-nationalisation | - Promotion and participation of national works in International Festivals; | 400 m€ |
| | | - Support for the distribution of national works abroad. | 115 m€ |

* The 2019 allocation is considered as a reference, as the program has not been implemented in the meantime, given the pandemic context.

** reference allocation: period 2014-2020.



Traditional pavement
© Ponta Delgada Municipal Council

ANNEXES

I. Consultation process

Interviews at municipal level

| ENTITY | REPRESENTATIVE | MONTH |
|---|--|-------|
| Ponta Delgada Municipal Council, President | Maria José Lemos | May |
| Ponta Delgada Municipal Council, Vice-President | Pedro Furtado | May |
| Ponta Delgada Municipal Council, Counsellor | Paulo Mendes | May |
| Ponta Delgada Municipal Council, Counsellor | Alexandra Viveiros | May |
| Ponta Delgada Municipal Council, Counsellor | Ana Almeida | May |
| Ponta Delgada Municipal Assembly, PSD Parliamentary Group | Cláudio Almeida | May |
| Ponta Delgada Municipal Assembly, BE Parliamentary Group | Vera Pires | June |
| Ponta Delgada Municipal Assembly, PS Parliamentary Group | Sónia Nicolau | June |
| Ponta Delgada Municipal Assembly, President | Francisco Rêgo Costa | June |
| Ponta Delgada Municipal Council, Counsellor without appointed role | Ana Liseta Paiva Bruno Pacheco Vítor Fraga | June |

Technical Meetings

| ENTITY | REPRESENTATIVE | MONTH |
|---|---|-------|
| Ponta Delgada Municipal Council, Municipal Works, Mobility and Facilities Department Planning and Urbanism Department Cultural Heritage Organic Unit | Margarida Brito Albano Sousa José Mello | June |
| Ponta Delgada Municipal Council, Social Development Division Environment Division Tourism Division Quality Management | Margarida Pais Gabriela Oliveira André Leonardo Lúcia Sequeira | June |

Interviews at regional level

| ENTITY | REPRESENTATIVE | MONTH |
|--|------------------------|-------|
| Regional Government of the Azores, Regional Directorate for Culture | Ricardo Tavares | June |
| Regional Government of the Azores, Regional Directorate for Science and Digital Transition | Sérgio Ávila | June |
| Regional Government of the Azores Regional Directorate for Youth | Eládio Braga | June |
| Regional Government of the Azores, Regional Directorate for Qualification and Employment | Nuno Bettencourt Gomes | June |
| Regional Government of the Azores, Regional Directorate for Education | Nídia Inácio | June |
| Regional Government of the Azores Regional Directorate of the Communities | José Maria Andrade | June |

Interviews at inter-municipal level

| ENTITY | REPRESENTATIVE | MONTH |
|---|-------------------|-------|
| Lagoa Municipal Council, President | Cristina Calisto | July |
| Culture Division | Igor França | |
| Lajes das Flores Municipal Council, President | Luís Maciel | July |
| Povoação Municipal Council, President | Rui Fravica | July |
| Vila do Porto Municipal Council, President | Carlos Rodrigues | July |
| Madalena Municipal Council, President | José Soares | July |
| Madalena Municipal Council, President | Cláudio Almeida | July |
| Vila Franca do Campo Municipal Council, President | Ricardo Rodrigues | July |

Trans-disciplinary workshops

| WORKSHOP | ENTITY | REPRESENTATIVE | MONTH |
|--|--|----------------------|-------|
| Culture, Heritage, Environment and Urban Development | UAç, OKEANOS | Gui Menezes | July |
| | Sea Observatory of the Azores | Carla Dâmaso | July |
| | Horta Museum | José Luís Neto | July |
| | Natural Park of São Miguel | Hélia Palha | July |
| | Atelier Backlar | Carolina Backlar | July |
| Culture, Creative Economy and Tourism | Oriental Azorean | Paulo Simões | July |
| | Coliseum | Hélder Fialho | July |
| | Micaelense Theater | Alexandre Pascoal | July |
| | Association of Sustainable Tourism in Faial, Azul Singular Accommodation | Pedro Rosa | July |
| | Santo Cristo dos Milagres | Canon Adriano Borges | July |
| | Azores Tourism Association | Andreia Pavão | July |
| | | | |

| | | | |
|--|--|--------------------------|--------|
| Culture and Creative Economy | RTP Azores | Bruno Correia | July |
| | Arquipélago – Contemporary Art Centre | João Mourão | July |
| | Walk and Talk Association / Walk&Talk Festival | Jesse James | July |
| | Tremor, Yuzin Association | Luís Banrezes | July |
| | Studio 13, 37.25 Performative Arts Nucleus | Maria João Gouveia | July |
| | Pico do Refúgio Accommodation | Bernardo Brito e Abreu | July |
| | Fonseca Macedo Art Gallery | Fátima Mota | August |
| | Singer | Sara Cruz | August |
| | Association of Portuguese Architects, Regional Section of the Azores | Nuno Costa | August |
| Culture, Knowledge, Education and Training | Ponta Delgada Regional Conservatory | Isabel Albergaria Sousa | July |
| | National Plan for the Arts | Maria Emanuel Albergaria | July |
| | Arquipélago – Contemporary Art Centre | Sofia Botelho | July |
| | Walk and Talk Association / Walk&Talk Festival | | |
| | Azores Crafts Centre | Sofia Medeiros | July |
| Culture, Participation, Inclusion and Cohesion | Youth Observatory | Pilar Damião | July |
| | Paralelo – Dance Festival; Studio 13; MUSIQUIM | Catarina Medeiros | July |
| | Researcher and President of the Federation of the Philharmonic Bands of the Azores, Professor Conservatory, Conductor of PDL's Light Orchestra | Marco Torres | July |
| | Solidaried'arte | Bernardo Sousa | |
| | ACEESA | Catarina Borges | July |
| | Public Library and Regional Archive | Madalena San-Bento | July |
| | | | |

| FOCUS GROUP | ENTITY | PARTICIPANT | MONTH |
|---|--|---|-------|
| Youth, Education, Social Group | Ilha Verde Group | Fátima Rego Ponte | July |
| | Azorean Photographers Association, Order of Architects – Regional Delegation of the Azores, Consulmar Azores | Jorge Kol de Carvalho | July |
| | National Plan for the Arts | Maria Emanuel Albergaria | July |
| | Teacher at Antero de Quental School | Maria João Ruivo | July |
| | High Commissioner for Migrations | Paula Nunes de Medeiros | July |
| Economy, Tourism Group | Board of the Azores Emigrants' Association | Rui Faria | July |
| | Fraternity of Gastronomes | António Cavaco | July |
| | Sustain Azores / Quinta do Bom Despacho | Joana Borges Coutinho | July |
| | Ilha Verde Group | Fátima Rego Ponte | July |
| Cultural and Creative Industries Group | Micaelense Theater | Alexandre Pascoal | July |
| | Ponta Delgada Regional Conservatory | Ana Paula Andrade | July |
| | University of the Azores | Pilar Damião | July |
| | MOOT – The Movement Lab | Vanessa Canto | July |
| | Fonseca Machado Art Gallery | Fátima Mota (contributos escritos) | July |
| Environment, Land Use Planning and Heritage Group | Geopark Azores | João Carlos Nunes (written contributions) | July |

Conferência olhar o futuro (Conference Looking to The Future)

| ENTITY | PARTICIPANT | MONTH |
|---|--------------------------|-------|
| Ponta Delgada Municipal Council, President | Maria José Lemos | May |
| Educational Projects Casas de Acolhimento dos Açores | André Tavares Rodrigues | May |
| Atelier Backlar | Carolina Backlar | May |
| Studio 13 Performing Arts School 37.25 – Performing Arts Nucleus | Maria João Gouveia | May |
| Atlantic Bikes – bike sharing | Roberto Medeiros | |
| New Routes School | Conceição Medeiros | |
| Sustain Azores Quinta do Bom Despacho | Joana Borges Coutinho | May |
| Açoriano Oriental (Newspaper) | Paulo Simões | May |
| | 76 members of the public | May |



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9

II. List of Abbreviations

| | |
|-------------|---|
| AZORES 2027 | Application of Ponta Delgada – Azores to become the European Capital of Culture in 2027 |
| ECOC | European Capital of Culture |
| LG | Local Government |
| RG | Regional Government |
| INE | National Institute of Statistics |
| SDG | Sustainable Development Goals |
| PDL | Ponta Delgada |
| SREA | Regional Statistical Service of the Azores |
| UAÇ | University of the Azores |
| UNCTAD | United Nations Conference on Trade and Development |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| GVA | Gross value added |

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