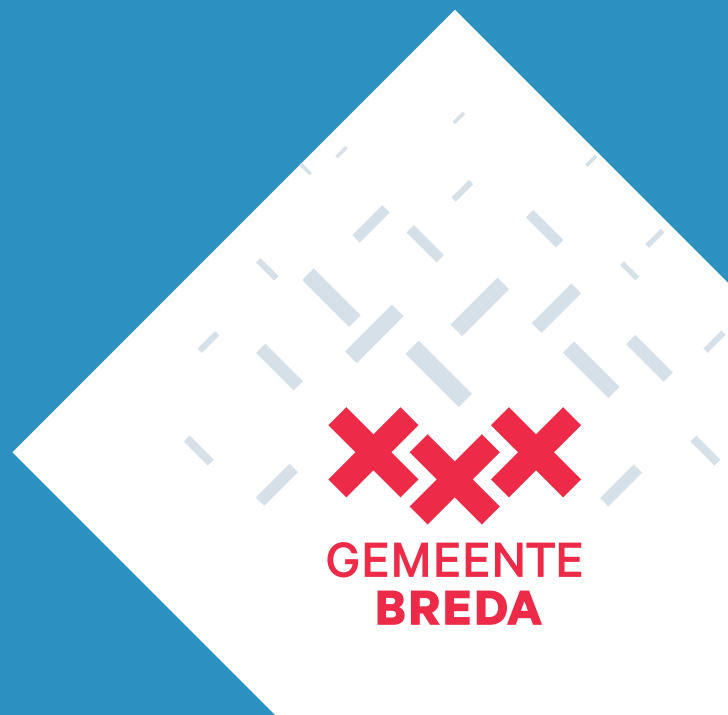
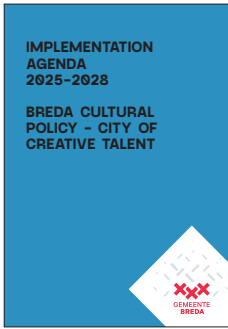


IMPLEMENTATION AGENDA 2025-2028

BREDA CULTURAL POLICY - CITY OF CREATIVE TALENT



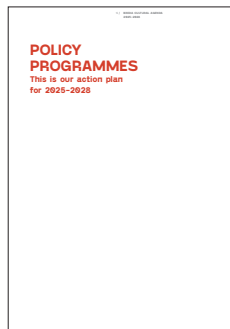
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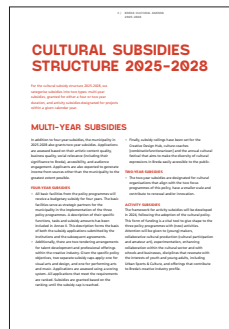
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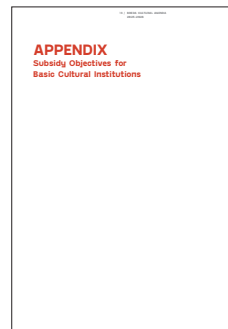
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Implementation Agenda 2025-2028

We will implement the ambitions outlined in the Cultural Policy of Breda 2025-2040 in phases. This Implementation Agenda for 2025-2028 details the efforts and developments over a four-year period. This approach is applied for each policy programme, utilising a steering matrix with four quadrants.*

- **Continue:** We have described for each programme what we will continue to do.
- **Change:** We have shown what we will adopt, restructure, adjust or deploy in a different manner.
- **Start:** We have indicated what we think deserves more support, scale, visibility, investments and professionalisation to achieve the goals set by the policy.
- **Stop:** Providing an impetus to certain initiatives and organisations also involves making deliberate choices. Certain aspects will receive lower priority in the upcoming four years, and we will refrain from making investments in those areas. Therefore, we have also described in the matrix what we are letting go or scaling down.

Following the implementation agenda for the basic programme and the focus programmes, this document presents the cultural budget for 2025-2028, accompanied by an appendix related to the new subsidy structure and cultural subsidy regulation. The implementation agenda also includes the efforts and impact of the strategic focus theme Visibility for each programme. A (financial) translation of the strategic basic theme Space for Culture will be expounded upon in the Integrated Cultural Housing Plan 2024 [*Integraal Huisvestingsplan Cultuur*].

* The matrix with the four quadrants is part of a framework for strategy development created by The Dutch Research Institute For Transitions (DRIFT) and The Netherlands School of Public Administration [*Nederlandse School voor Openbaar Bestuur*] at the request of the Dutch Ministry of Infrastructure and Water Management [*Ministerie van Infrastructuur en Waterstaat*]. The framework offers policy makers a clear perspective for taking actionable steps in managing transitions.

POLICY PROGRAMMES

**This is our action plan
for 2025-2028**

A BASIS FOR CULTURE

Basic Programme

CONTINUE

What are the guiding principles, values, key words, visions and ambitions?

- We will provide advice to the cultural sector on entrepreneurship, support organisations and makers in their professional development, foster collaboration, provide networking facilities, gather and share important information, and sustain ongoing dialogues with cultural alliances in the city.
- We will collaborate within BrabantStad Cultuur and, in this capacity, act as a partner to the Dutch government. The regional network focuses on knowledge sharing, the monitoring tool The Value of Culture [*Waarde van Cultuur*] and coordination of multi-year subsidies.
- We will incorporate internationalisation (international offerings and collaborations) into subsidy regulations and agreements.
- Residents with a low income can continue to participate in arts and culture through the BredaPas and Youth Fund for Sports and Culture [*Jeugdfonds Sport & Cultuur*]. Cultural institutions will be involved in the further development of the BredaPas. We will launch a pilot project for the Adults Fund for Sports and Culture [*Volwassenenfonds Sport & Cultuur*].

START

What deserves more support, scale, visibility, investments and professionalisation?

- We will create a more solid basis for the local cultural ecosystem by expanding the number of cultural basic facilities, based on the three policy programmes.
- We will give a financial boost to MEZZ, a discovery podium investing in youth programming, the music chain, and the development of young music talent in the city.
- We will increase and consolidate the subsidy for CLIB. This foundation professionalises the management of cultural real estate, introduces a new governance model for cultural real estate management and works together with other partners to sustain and establish more studios, workspaces, practising rooms and exhibition venues in Breda.
- We will focus on increasing diversity and inclusion. We will monitor the implementation of the national code, encourage the cultural sector to develop cultural offerings for internationals, consider the Cultural Target Groups Model [*Culturele Doelgroepenmodel*] (Rotterdam Festivals) as a potential policy tool in Breda, and create room for an annual cultural festival that enhances the accessibility of Breda's cultural offerings for the public.
- We will collaboratively promote art and culture in collaboration with Breda Marketing and the cultural sector, emphasising specific elements that align with Breda Marketing's brand strategy.
- We will foster collaboration between the cultural sector and Breda Marketing, thereby enhancing the visibility of cultural offerings in their broadest sense. Breda Marketing deliberately showcases certain elements from the broad cultural offerings, in line with the Breda city marketing strategy, all this in collaboration with the Municipality of Breda and the cultural sector.
- We will strengthen the connection between residents and cultural offerings. We will showcase the offerings of basic cultural institutions to our residents, aiming for increased participation and more visitors.

CHANGE

What must be adopted, restructured, adjusted or deployed in a different manner?

- The greater flexibility in subsidies, achieved prior to the adoption of this cultural policy, impacts the subsidies for Nieuwe Veste, Chassé Theatre and Stedelijk Museum Breda. The flexibilisation makes it possible to realise several new policy goals.
- Internationalisation will serve as a strategic policy instrument. We assist the cultural sector in strengthening relationships with relevant international partners, guided by the cultural policy. We see opportunities in Flanders, Germany, and Spain. We will also offer guidance on accessing European funding, and as a municipal authority, we will sustain involvement with European networks.

STOP

What receives less priority or is phased out?

- The municipal funding for CrossArts, the initiative that won the Kunsthal Competition, will end, in line with the agreement.
- We will provide clearer guidance to cultural institutions regarding their subsidised tasks and responsibilities. They will continue to seek connections with and contribute to the goals of the cultural policy, resulting in fewer projects that do not align with the policy.

CULTURE FOR YOUTH AND YOUNG ADULTS

Focus Programme I

CONTINUE

What are the guiding principles, values, key words, visions and ambitions?

- We will continue to provide support to group-based cultural participation (amateur art) through activity subsidies. Nieuwe Veste will continue to facilitate amateur arts organisations. In both domains, there is an extra emphasis on strengthening collaborations, exploring new forms of cultural expression together, enhancing the visibility of offerings, focusing on youth and young adults, promoting diversity and inclusion, and ensuring geographical spreading.
- We will continue to invest in the national programme Cultural Education with Quality [*Cultuureducatie met Kwaliteit*] and will seek matching contributions from the national government for this. The Municipality of Breda will submit an application for the new national scheme (2025-2028) through Nieuwe Veste, possibly in collaboration with its Brabant partners.
- We will continue the focus group for and with youth (organisations), young (studying) and talented creative makers and artists. Active collaboration is encouraged and we will create space for learning, working and meeting.
- Our focus on club culture, integral to Breda's youth culture, remains, in line with Breda's policy for restaurants and cafes.

START

What deserves more support, scale, visibility, investments and professionalisation?

- We will give an impulse to Pier15 as it professionalises its organisation, provides a weekly cultural programme for young people, enhances its platform role for urban talent and annually showcases Breda on the international stage with urban-sport programming.
- We will enhance cultural offerings for and within neighbourhoods and villages by optimising the use of the library branches in North and South Breda for cultural programming, encouraging basic institutions to develop neighbourhood-specific offerings, deploying culture coaches [*combinatiefunctionarissen*] tailored to the neighbourhoods, providing opportunities for arts and culture in neighbourhoods (in the public space), and reinforcing meeting places (within other social real estate) in the neighbourhoods through diverse cultural offerings.
- To create an offering that meets the needs, especially of youth and young adults, we will work together with schools and partners in the neighbourhood. The goal is that this will eventually lead to the establishment of local infrastructure. We will actively seek alignment with the Improve Breda programme [*Verbeter Breda*] where applicable.
- We will encourage the cultural sector to enhance professional offerings for youth and young adults, in line with the policy objectives. Consideration is given to the already elevated standard of performing arts offerings in the city.
- Stedelijk Museum Breda, in collaboration with Nieuwe Veste and various heritage and cultural partners in the city, will develop a curriculum for cultural heritage and city history.
- Breda Marketing will coordinate efforts to enhance the visibility and accessibility of cultural offerings for youth and young adults at various times throughout the year.

CHANGE

What must be adopted, restructured, adjusted or deployed in a different manner?

- We will create an ecosystem in the field of cultural education and participation with clear roles, responsibilities and expectations for all partners. Through regular education meetings, we will aim to facilitate efficient collaboration among institutions based on their respective expertise.
- Subsidised and non-subsidised partners in the city collaborate with Nieuwe Veste on talent development chains within the realm of cultural education. The subsidy for Nieuwe Veste is used to ensure a sustainable and complete infrastructure, with sustainable offerings. Where offerings or services cannot be provided by other partners in the city, Nieuwe Veste steps in to fill the gap, in coordination with culture providers and the Municipality of Breda.
- Cultural education and participation for young people will be enhanced in the coming period, with specific attention to vocational education and secondary vocational education.
- A new and open multi-year subsidy scheme will be developed for culture coaches [*combinatiefunctionarissen*], based on existing resources.
- In the subsidy regulations for cultural activities, emphasis will be placed on supporting makers, experimentation and disciplines that resonate with the interests of young people, including gaming and Urban Sports & Culture.

STOP

What receives less priority or is phased out?

- We choose to work with a select number of performing arts companies in Breda. This decision aims to streamline the providers of educational programmes in the field of performing arts. This will free up space for other educational offerings aligned with policy goals.
- To enhance the ecosystem, we aim to fulfil the demand for in-school cultural education as much as possible, through collaboration with local providers in Breda. This may lead to fewer offerings from outside Breda.

TALENT DEVELOPMENT IN THE CREATIVE INDUSTRY

Focus Programme II

CONTINUE

What are the guiding principles, values, key words, visions and ambitions?

- The Performing Arts Creative Hub and the Creative Design Hub will be further developed, and their subsidies will be secured. We will give an impulse to the Performing Arts Creative Hub, in line with its role in the development location. Where necessary, we will refine the profile of the Performing Arts Creative Hub (Culture Cluster Klavers Jansen).
- We will continue our dialogue with St. Joost School of Art & Design (Avans University of Applied Sciences) on the return of master's programmes to Breda and a new location for this cluster of programmes in or near the Innovation District.
- Breda's cultural institutions, along with the province of North Brabant, Kunstloc Brabant and institutions in Brabant, will continue their involvement in the TalentHub Brabant.
- We will continue a subsidy scheme designed to support professional creative makers in launching and advancing their creative and cultural careers.

START

What deserves more support, scale, visibility, investments and professionalisation?

- We will give an impulse to basic cultural institutions that contribute to Breda's applied technology and creativity profile. Playgrounds, with its programming and its talent platform, will focus on the gaming & immersive technologies cluster. BredaPhoto will be held annually, with efforts focused on enhancing its impact on residents. Graphic Matters and Blind Walls Gallery will secure their platform function for local talent, impactful (youth) programming (in public spaces), and collaboration in the field of Urban Sports & Culture.
- Alternative subsidy and financing models will pave the way for innovative cultural offerings (in public spaces) that put Breda on the map as a city of the creative industry.
- Together with the cultural sector, schools and the business sector, we will launch projects specifically aimed at connecting young professionals (makers of culture and organisers) and the industry. Our focus will be on Breda's (creative) education programmes and organisations aligned with this objective.
- We will collaborate with Incubator Breda to explore whether the business coach, currently successful with (starting) entrepreneurs, can design a tailored programme for cultural entrepreneurs.
- In collaboration with Breda Marketing and the cultural sector, we will launch various (inter)national campaigns around strategic cultural programming. We will align the annual cultural programmes that have distinctive profiles, and creative talent will be showcased.
- Culture will be leveraged as a tool to attract (international) businesses and talents. We will collaborate with entities such as BredaBusiness, area developers and educational institutions.
- Breda excels in the realm of leisure, providing a unique shopping and hospitality experience. We will ensure that cultural profiles and offerings also receive attention among these partners.
- In line with the Green pillar of the Story of Breda and the ambition to become a City in a Park, we will focus on enhancing the experience of art and culture in the public space.
- Breda is known for its cultural and historical heritage. Therefore, we will more explicitly forge a connection between culture and heritage in our city marketing efforts.

CHANGE

What must be adopted, restructured, adjusted or deployed in a different manner?

- We will formulate a work plan on art and culture in the public space, including updated agreements between the municipality and its partners. Additionally, we will adjust the financing method where necessary. This is crucial recognising the fact that the municipality sometimes acts as a commissioner in addition to being a subsidiser for cultural offerings in public spaces.
- The Municipality of Breda will develop a vision on strategic events, involving (commercial) events in the fields of culture, heritage, and sports. As a first step towards this strategic vision, this cultural policy consolidates several cultural organisations that also function as events, within ongoing involvement of the cultural sector in subsequent steps.
- Organisations in the field of visual arts and design which are not part of the cultural basic structure but are of great importance to the city can now apply for a four-year subsidy.
- Cultural festivals and basic institutions will be given the task of supporting local talent, aligning with their respective roles and functions.

STOP

What receives less priority or is phased out?

- The four-year subsidies for professional arts in the fields of music and performing arts will be allocated to a more select group of organisations. This may mean parting ways with organisations that are less aligned with the cultural policy.

CULTURAL SUBSIDIES STRUCTURE 2025-2028

For the cultural subsidy structure 2025-2028, we categorise subsidies into two types: multi-year subsidies, granted for either a four or two year duration, and activity subsidies designated for projects within a given calendar year.

MULTI-YEAR SUBSIDIES

In addition to four-year subsidies, the municipality in 2025-2028 also grants two-year subsidies. Applications are assessed based on their artistic content quality, business quality, social relevance (including their significance to Breda), accessibility, and audience engagement. Applicants are also expected to generate income from sources other than the municipality to the greatest extent possible.

FOUR-YEAR SUBSIDIES

- All basic facilities from the policy programmes will receive a budgetary subsidy for four years. The basic facilities serve as strategic partners for the municipality in the implementation of the three policy programmes. A description of their specific functions, tasks and subsidy amounts has been included in Annex II. This description forms the basis of both the subsidy applications submitted by the institutions and the subsequent agreements.
- Additionally, there are two tendering arrangements for talent development and professional offerings within the creative industry. Given the specific policy objectives, two separate subsidy caps apply: one for visual arts and design, and one for performing arts and music. Applications are assessed using a scoring system. All applications that meet the requirements are ranked. Subsidies are granted based on the ranking until the subsidy cap is reached.

- Finally, subsidy ceilings have been set for the Creative Design Hub, culture coaches [*combinatiefunctionarissen*] and the annual cultural festival that aims to make the diversity of cultural expressions in Breda easily accessible to the public.

TWO-YEAR SUBSIDIES

- The two-year subsidies are designated for cultural organisations that align with the two focus programmes of this policy, have a smaller scale and contribute to renewal and/or innovation.

ACTIVITY SUBSIDIES

The framework for activity subsidies will be developed in 2024, following the adoption of the cultural policy. This form of funding is a vital tool to give shape to the three policy programmes with (new) activities. Attention will be given to (young) makers, collaborative cultural production (cultural participation and amateur art), experimentation, enhancing collaboration within the cultural sector and with schools and businesses, disciplines that resonate with the interests of youth and young adults, including Urban Sports & Culture, and offerings that contribute to Breda's creative industry profile.

THE CULTURAL CODES

We consider adherence to the Cultural Governance Code [*Governance Code Cultuur*], the Fair Practice Code, and the Code Cultural Diversity [*Code Diversiteit en Inclusie*] as a precondition for multi-year subsidies.

Applications are expected to endorse the Code Cultural Diversity [*Code Diversiteit en Inclusie*] and to reflect on it both in the application and in accountability documents. The application should articulate how diversity and inclusion have been integrated in the

applicant's day to day operations. Additionally, we expect a reflection on the four P's from the Code Cultural Diversity. In multi-year subsidy applications, specific goals or activities must be identified to demonstrate how the applicant is implementing the code.

The subsidy regulations outline the precise expectations for organisations regarding the implementation of the cultural codes, taking into account the type and size of the organisation.

TABLE I. Overview of budgetary subsidies basic cultural structure Breda 2025-2028		Subsidy Amount 2025
Programme I	Nieuwe Veste	€ 11,331,373
	Chassé Theatre	€ 5,900,119
	Stedelijk Museum Breda	€ 4,024,097
	MEZZ	€ 750,000
	CLIB	€ 110,000
Programme II	De Stilte	€ 185,000
	Schippers&VanGucht	€ 45,000
	Brabant International Children's Festival	€ 32,000
	Pier15	€ 100,000
Programme III	Performing Arts Creative Hub – Bloos	€ 600,000
	Tiuri	€ 45,000
	BredaPhoto	€ 300,000
	Graphic Matters	€ 200,000
	Playgrounds	€ 150,000
	Blind Walls Gallery	€ 220,000

TABLE II. Overview subsidy caps for other multi year schemes		Cap 2025
Basic Programme	Citywide cultural festival	€ 100,000
Focus Programme I	Cultural Education with Quality [<i>Cultuureducatie met Kwaliteit</i>]	€ 161,433
	Culture Coaches [<i>combinatiefunctionarissen</i>]	€ 273,909
Focus Programme II	Creative Design Hub	To be worked out in more detail
	Four-year subsidies for visual arts and design	€ 360,000
	Four-year subsidies for theatre, dance and music (performing arts)	€ 400,000
Focus Programmes I and II	Two-year subsidies	€ 280,000

TABLE III. Overview subsidy caps for activity subsidies 2025		Cap 2025
Activity subsidies	for (young) makers, collaborative cultural production (cultural participation and amateur art), experimentation, enhancing collaborations within the cultural sector and with schools and businesses, disciplines that resonate with the interests of youth, including Urban Sports & Culture	€ 1,020,000 to be subdivided

APPENDIX

Subsidy Objectives for Basic Cultural Institutions

BASIC PROGRAMME: A BASIS FOR CULTURE

NIEUWE VESTE

Discipline and function

Basic Cultural Institutions

Library and centre for cultural education and participation

Nieuwe Veste is a multidisciplinary institution for reading, language promotion, art education, and amateur arts. Through its knowledge and experience in language and creativity development, Nieuwe Veste contributes to the personal development and social functioning of Breda's residents. Its mission is to provide all children with a cultural foundation, encourage young people to broaden their view on the world, and facilitate and stimulate participation among adults. Nieuwe Veste collaborates with various organisations in the fields of education, welfare, health and care. Nieuwe Veste operates three permanent locations in Breda: in the city centre, North Breda and South Breda. The central location features a concert hall, theatre, public workshop, market hall, a grand café and exhibition spaces.

Focus 2025-2028

- As a public library, Nieuwe Veste fulfils the five social functions stipulated in the Dutch Library Act [*Wet stelsel openbare bibliotheekvoorzieningen, WSOB*]. Focusing on basic skills (language, arithmetic, digital skills) for residents aged 0 to 100 is one of the key themes. Additionally, Nieuwe Veste aligns, where possible, with the new educational vision for Breda (expected in 2024).
- As a public library and in accordance with the Dutch Library Act [*WSOB*], Nieuwe Veste fulfils the role of catalyst for participation in arts and culture from its library locations. In order to enhance the proximity and accessibility of cultural education and participation, Nieuwe Veste collaborates with partners (community-oriented) to address social challenges. The library locations in North and South Breda will be increasingly used as venues for cultural programming in the upcoming period.
- The subsidy for Nieuwe Veste is used to ensure a sustainable infrastructure and make it

comprehensive, with a focus on sustainable offerings. Where offerings or services cannot be provided by other organisations in the city, Nieuwe Veste steps in to fill the gap, in coordination with culture providers and the Municipality of Breda. The upcoming policy period will prioritise the continued transition to a future-proof organisation, with special attention to the transition within lesson and course offerings.

- Serving as a cultural broker, Nieuwe Veste coordinates cultural education offerings, emphasising the advancement of diversity and inclusion in the city and strengthening talent development chains in the fields of visual arts and design, performing arts and music. Cultural education and participation for young people are also reinforced, with specific attention to vocational education and secondary vocational education. Nieuwe Veste provides a digital platform for schools, showcasing a broad range of cultural education that is clearly visible and accessible.
- Nieuwe Veste collaborates in creating an ecosystem for cultural education and participation, in which roles and responsibilities of all partners are clearly defined. Nieuwe Veste facilitates the efficient collaboration among institutions, based on their respective expertise, through regular education meetings.
- In the realm of cultural participation (amateur art), Nieuwe Veste gives advice and provides amateur arts organisations with knowledge, expertise and a network, thereby serving as their primary contact. Specific target groups that Nieuwe Veste focuses on in collaboration with the amateur arts sector include youth and young adults. Additionally, attention is given to new alliances for amateur artists and to ensuring a healthy distribution of cultural participation across the city, in neighbourhoods and villages. Nieuwe Veste also facilitates the visibility of and collaboration among amateur arts organisations and between the amateur and professional sectors.
- Specific target groups that Nieuwe Veste will increasingly focus on within all functions of the organisation are internationals, including expats and newcomers, and young people.

- Nieuwe Veste aims to improve the visibility in the city of activities offered to promote cultural participation among residents.
- Nieuwe Veste contributes, where possible, to the visibility and accessibility of the broad cultural offerings in Breda, in collaboration with partners and Breda Marketing.
- Stedelijk Museum Breda, in collaboration with Nieuwe Veste and various heritage and cultural partners in the city, develops a curriculum on cultural heritage and city history.
- Where appropriate, Nieuwe Veste contributes to the further positioning Breda as an international hotspot for applied technology and creativity.
- Nieuwe Veste conducts part of its activities in the new location of the Performing Arts Creative Hub once it is realised. This aligns with the established profile for the Performing Arts Creative Hub (Culture Cluster Klavers Jansen).
- The audience of Chassé Theatre represents the population of Breda. The theatre strives to lower barriers to attendance for Breda residents, both within and outside the theatre walls. In the upcoming period, Chassé Theatre will focus on enriching offerings for youth and young adults, as well as internationals (in collaboration with partners in the city) and aims to reduce the average age of visitors.
- Chassé Theatre offers a year round programme, extending into the Summer, and enriches its schedule with specials, festivals, and off-site events, engaging with the neighbourhoods and villages of Breda. The theatre collaborates with schools, businesses, the Performing Arts Creative Hub, Nieuwe Veste, MEZZ, Breda-based ensembles, and (inter)national organisations to foster talent development in the fields of performing arts and music.
- Furthermore, Chassé Theatre focuses on (cross-over) offerings that position Breda as an international hub for applied technology and creativity. The theatre develops engaging educational film and theatre programmes for children and families, primary education, and secondary (special) education, aligning with municipal policy goals and offering them through a shared platform.
- Chassé Theatre contributes to the visibility and accessibility of cultural offerings in Breda, in collaboration with partners and Breda Marketing.

CHASSÉ THEATRE

Discipline and function

Basic Cultural Institutions

Theatre and Movie Theatre

Chassé Theatre is one of the largest theatres in the Netherlands and Breda's most prominent cultural brand. With its focus on film and performing arts, Chassé Theatre's mission is to contribute to the happiness and well being of all residents of Breda. Theatre and film give joy, offer new insights into the meaning of life and appeal to our relationship with others. The shared experience of (film) theatre encourages dialogue and enables personal and communal growth. Chassé Theatre features three theatre halls, three film halls, and two restaurants.

Focus 2025-2028

- Chassé Theatre offers a broad range of theatre and film, featuring productions from subsidised and commercial producers, to emerging to established artists, to performances for small, medium, and large audiences. It also provides a platform for international stage and film productions, including those from Flanders.

STEDELIJK MUSEUM BREDA

Discipline and function

Basic Cultural Institutions

City Museum

Stedelijk Museum Breda (SMB) explores, preserves, and enriches the world of Breda for residents and visitors. The museum has its own collection and manages collections on loan from third parties, provided by the Municipality of Breda. Collections and exhibitions have a strong connection to the city of Breda and its surrounding region. The museum serves as a home base for residents and a starting point for visitors.

Focus 2025-2028

- Stedelijk Museum Breda (SMB) presents heritage and history, as well as modern and contemporary art in permanent and temporary exhibitions in the museum. SMB also organises activities in public spaces or at (special) locations in the city, neighbourhoods and villages. SMB strives to lower barriers to visitation for Breda residents who may not automatically find their way to the museum. SMB achieves this through its various participation programmes and it collaborates with numerous local, regional, national, and international partners. In the coming period, SMB focuses on offerings for youth and young adults (in collaboration with partners in the city).
- SMB designs engaging education and recreation programmes tailored for children and families, primary education, and secondary (special) education, all this in line with municipal policy objectives. These programmes are offered through a joint platform. SMB, together with various heritage and cultural partners in the city, is shaping a cultural education curriculum focusing on cultural heritage and city history. In the realm of heritage and history and modern and contemporary art, SMB collaborates with partners from the region, Flanders, and Spain.
- SMB collaborates with schools, businesses, the Creative Design Hub, other institutions in the field of visual arts and design in Breda, Nieuwe Veste and (inter)national organisations to foster talent in the field of visual arts and design. SMB also focuses on (cross-over) offerings that contribute to positioning Breda as an international hotspot for applied technology and creativity.
- SMB contributes to the visibility and accessibility of the cultural offerings in Breda, in collaboration with partners and Breda Marketing. In the coming years, SMB will continue to pursue its renewed course and strengthen its position, both within and outside Breda. It aims to sustain the growth in visitor numbers and income, along with (private) contributions from funds, businesses and individuals.

- SMB will make agreements with the municipality and its collection partners for depot facilities, a careful collection approach and the deaccessioning of the collection in the upcoming years. For the period 2025-2028, SMB will create a collection plan, addressing aspects such as supplementing the collection, maintenance, and the further inventorying and digitising of the collection.

MEZZ

Discipline and function

Basic Culture Institutions

Pop Venue

MEZZ is a venue that serves as a meeting place for people, pop music, and pop culture. MEZZ's mission is to be the discoverer, provider, and catalyst for live pop music and dance. At MEZZ, the focus is on creating an immersive and enjoyable experience, guided by a bottom-up mentality. MEZZ is specifically designed for pop music, featuring a mid-sized hall with a capacity up to 600 visitors and a small hall suitable for 100 visitors.

Focus 2025-2028

- MEZZ offers a diverse range of music for a broad audience. In the upcoming period, MEZZ will boost its youth programming, including dance, in collaboration with partners in the city.
- MEZZ presents international programming in Breda, including acts from Flanders.
- Concerts organised by MEZZ at (special) locations in the city aim to bring music closer to residents and visitors.
- As a discovery stage, MEZZ plays a significant role in the talent development chain for pop and dance music in Breda. MEZZ develops programme lines for various musical disciplines, in collaboration with local partners such as Nieuwe Veste and Pier15. MEZZ also collaborates with (inter)national organisations like Kunstbende, Popronde, other pop music venues, various festivals and pop academies. In doing so, MEZZ supports young talents who discover, develop and can spread their wings in Breda.
- MEZZ focuses on (cross-over) offerings that further establish Breda as an international hotspot for applied technology and creativity.

- MEZZ develops educational programmes in line with municipal policy objectives and offers them through the joint platform.
- MEZZ aims to optimise audience revenues, securing (private) contributions from funds, businesses, and individuals. It enhances collaborations with the business community and utilises its spaces in a multifunctional manner.
- MEZZ contributes to the visibility and accessibility of the cultural offerings in Breda, in collaboration with partners and Breda Marketing.

CLIB

Discipline and function

Basic Cultural Institutions

Management Organisation for Art Studio Buildings

Stichting Cultureel Locatiebeheer in Breda (CLIB) is the manager of art studio buildings in Breda. CLIB aims to provide affordable workspaces for cultural and creative practitioners in Breda, actively contributing to the nurturing of cultural talent within the city. While the Municipality of Breda owns some of these properties, CLIB also manages properties owned by housing associations or private individuals. The number of properties under management fluctuates between ten and fifteen, depending on market availability. With this, CLIB offers between 150 and 200 affordable workspaces for cultural and creative practitioners.

Focus 2025-2028

- CLIB manages studios, workspace, practising rooms and exhibition venues in Breda for cultural and creative practitioners in Breda.
- CLIB enhances the professional management of cultural real estate and implements the new governance model for cultural real estate management.
- CLIB collaborates to ensure the continuity and establishment of studios, workspace, practicing rooms and exhibition venues for cultural and creative practitioners in Breda.

FOCUS PROGRAMME I: CULTURE FOR YOUTH

DE STILTE

Discipline and function

Performing Arts for Youth
Youth Dance Company

De Stilte is a dance company specialising in modern performances and workshops for children. De Stilte endeavours to spark the imagination, foster the playful curiosity of children, and kindle their artistic abilities through diverse performances and dance activities. De Stilte is the only cultural institution in Breda included in the national Basic Infrastructure for Culture (BIS) programme [*BIS-regeling*]. It expects to continue its participation in this programme from 2025 to 2028, thereby holding a significant position within the Dutch cultural landscape.

Focus 2025-2028

- De Stilte develops (inter)nationally leading professional youth performances.
- De Stilte designs professional educational programmes and workshops for schools, in alignment with municipal policy objectives, and offers them through the joint platform.
- De Stilte is part of an international network of dance for children.
- De Stilte strives to reach as many children as possible, from all walks of life. To achieve this, it collaborates with social organisations in the city. De Stilte also fosters sustainable partnerships with childcare facilities in Breda, ensuring that Breda children are exposed to dance from a young age.
- De Stilte serves as a strategic partner, collaborating with other organisations in the city that enhance offerings for youth, including in other disciplines.
- De Stilte collaborates with entities such as the Performing Arts Creative Hub, Chassé, Nieuwe Veste, Brabant performing arts companies, and national/international organisations for talent development in theatre and dance.
- De Stilte contributes to the visibility and accessibility of the cultural offerings in Breda, in collaboration with partners and Breda Marketing.

SCHIPPERS&VANGUCHT

Discipline and function

Performing Arts for Youth
Youth Theatre Company

Schippers&VanGucht (S&VG) is a Breda-based theatre company. It crafts visual narratives through theatrical installations, portraits and interventions in unconventional locations. Using unusual audience setups, Schippers&VanGucht seeks to prompt spectators to perceive their surroundings and the people living there in a different way, both literally and figuratively. While the projects are tailored for youth, they possess appeal across all age groups.

Focus 2025-2028

- S&VG crafts youth theatre productions (outside the regular theatre circuit), primarily in the public space.
- S&VG designs professional educational programmes and workshops for schools, aligning with municipal policy objectives, and provides these through the shared platform.
- S&VG strives to reach as many children as possible, from all segments of the population, by collaborating with social organisations in the city.
- S&VG serves as a strategic partner in collaboration with other organisations in the city to enhance youth offerings, also across other disciplines.
- S&VG collaborates with entities such as the Performing Arts Creative Hub, Chassé Theatre, Nieuwe Veste, Brabant performing arts companies and (inter)national organisations in talent development within the performing arts.
- S&VG contributes, where feasible, to the visibility and accessibility of the cultural offerings in Breda, in collaboration with partners and Breda Marketing.

BRABANT INTERNATIONAL CHILDREN'S FESTIVAL (BRIK)

Discipline and function

Performing Arts for Youth

International Youth Theatre Festival

Brabant International Children's Festival (BRIK) is an international youth theatre festival that showcases non-verbal performances for young audiences (0-16 years) in Breda and beyond. Brabant International Children's Festival presents multi-faceted, layered productions. By confronting all generations with non-conventional forms of expression, the festival broadens perspectives for both young and old.

Focus 2025-2028

- BRIK strives to reach as many children as possible from all strata of society. To achieve this, it collaborates with social organisations in the city.
- BRIK organises an annual festival featuring international performances, national productions and shows by young producers. The programme includes school performances, public shows in theatres and outdoor performances.
- BRIK acts as a strategic partner in collaboration with other organisations in the city to strengthen youth offerings, also in other disciplines.
- BRIK contributes to the visibility and accessibility of the cultural offerings in Breda, in collaboration with partners and Breda Marketing.

PIER15

Discipline and function

Urban Culture

Promotor of the Urban Sports & Culture community

Pier15 is the organisation in Breda that coordinates activities in the realm of Urban Sports & Culture. Starting from the skate park as its physical location, the (skate) culture of Pier15 emerges as a pioneering force within youth culture. With a diverse cultural programme, including activities in music, exhibitions, performance art, film, and talk shows, Pier15 has established itself as a catalyst and unifier of the urban community in Breda and the surrounding area.

Focus 2025-2028

- Pier15 introduces young people to the Urban Sports & Culture community in an accessible way.
- Pier15 organises a weekly cultural programme for young people in various urban disciplines and is working on an artistic talent programme (Urban Podium). One of the urban disciplines that Pier15 focuses on in collaboration with partners is dance music.
- Pier15 facilitates an annual international sports programme with a focus on events.
- Pier15 serves as a springboard for urban talent. Pier15 guides and coaches talented urban creators, collaborating with entities such as the Creative Design and Performing Arts Creative Hubs, Nieuwe Veste, MEZZ, and Graphic Matters, as well as partners outside the city.
- Pier15 professionalises its organisation and aims for additional contributions from funds, businesses, and individuals.
- Pier15 is a catalyst for the Urban Sports & Culture community.
- Pier 15 contributes to the visibility and accessibility of the cultural offerings in Breda, in collaboration with partners and Breda Marketing.
- Pier15 facilitates a focus group for young people.

FOCUS PROGRAMME II: TALENT DEVELOPMENT IN THE CREATIVE INDUSTRY

BREEDING GROUND PERFORMING ARTS

Discipline and function

Breeding Ground

Facilitating and promoting talent development

The Performing Arts Creative Hub in Breda actively promotes and facilitates a creative environment, fostering talent development in the realm of performing arts, for both professionals and amateurs. It offers (young) creative talent with the necessary time and space for experimentation, development, rehearsal, production and helps them to find a stage. Creative talents can use this creative hub to prepare, connect with the audience and the market, but most importantly, to learn and collaborate with established entities. Additionally, talents learn to respond to societal challenges, and crossovers take place between cultural disciplines and sectors. The Performing Arts Creative Hub establishes routes toward a creative professional practice, enabling talented creators to contribute to an attractive living environment for residents, visitors, businesses and internationals in Breda.

Focus 2025-2028

- The Performing Arts Creative Hub is managed by BLOOS.
- The Performing Arts Creative Hub will become part of the Breda Innovation District.
- The Performing Arts Creative Hub presents engaging public programmes that align with character of the urban area in which it is situated.
- The Performing Arts Creative Hub provides space for cultural participation, including amateur art.
- The Performing Arts Creative Hub collaborates with the cultural sector, education, business, cultural and creative makers, and the city.
- The Performing Arts Creative Hub promotes and facilitates talent development. It serves as a production house for talents and offers talent development programmes in the realm of

performing arts for young creators, with a focus on talents who are enrolled in professional performing arts education or have recently graduated. The creative hub offers a coaching trajectory, network and community, enabling cultural and creative makers to transition into an innovative professional practice.

- The Performing Arts Creative Hub addresses societal challenges.
- The Performing Arts Creative Hub contributes to the visibility and accessibility of the cultural offerings in Breda, in collaboration with partners and Breda Marketing.

TIURI

Discipline and function

Performing Arts

Theatre workshop for performers with a mental or other disability

Tiuri believes in unveiling the talents inherent in every individual. Through its theatre workshops in Breda and Roosendaal, Tiuri provides training for individuals with mental or other disabilities, guiding them to become theatre makers. With a strong artistic vision, Tiuri has the ability to identify latent talents. This unique approach gives Tiuri a unique position within the Dutch performing arts landscape, particularly in the realms of inclusion and talent development.

Focus 2025-2028

- Tiuri manages and operates a theatre workshop in Breda tailored for individuals with mental or other disabilities.
- Tiuri will be housed in the new location of the Performing Arts Creative Hub once it has been established.
- Tiuri guides talents through a phased development model.

- Tiuri will make Compagnie 21 (the final phase of the development model) sustainable, enabling talents to collaborate with the performing arts sector on productions intended for a broad audience.
- Tiuri contributes to the visibility and accessibility of cultural offerings in Breda whenever possible, collaborating with partners and Breda Marketing.
- Tiuri collaborates with entities such as the Performing Arts Creative Hub, Chassé Theatre, Nieuwe Veste, Brabant performing arts associations and international organisations to promote talent development in theatre and dance.
- BredaPhoto serves as a springboard for young, international photography talent. Through talent development programmes, BredaPhoto contributes to development of talent in Breda. In the field of talent development, BredaPhoto collaborates with schools, businesses, Nieuwe Veste, the Creative Design Hub, other institutions in Breda and (inter) national organisations.
- BredaPhoto functions as an international festival and platform. This is reflected in artistic collaborations, partnerships with similar international organisations, the quality of the programmed offerings and the emphasis on international visibility.
- BredaPhoto offers an educational programme for primary and/or secondary education, aligning with municipal policy objectives and delivering it through the joint platform.
- BredaPhoto contributes to the visibility and accessibility of the cultural offering in Breda, in collaboration with partners and Breda Marketing.
- BredaPhoto contributes to the positioning Breda as an international hub for applied technology and creativity.

BREDAPHOTO

Discipline and function

Visual arts and design

Photography Festival

BredaPhoto stands as the largest international photography festival of the Benelux. It showcases visual narratives that inspire, move, confront, evoke questions and demonstrate that photography as an artistic medium is at the core of societal expression.

Focus 2025-2028

- BredaPhoto will organise an annual international photography festival with exhibitions and projects throughout the city from 2026 onwards. The festival has an accessible character, allowing visitors to view the work of (inter)national top photographers at unique indoor and outdoor locations in Breda.
- BredaPhoto contributes to Breda's ambitions in the field of gaming and provides a platform for serious gaming. The organisation collaborates with schools and businesses for this purpose.
- BredaPhoto is committed to the local anchoring of the festival, initiating participation projects in collaboration with residents and cultural and educational partners in Breda. BredaPhoto challenges the audience not only to be visitors but also participants and creators of the festival.

PLAYGROUNDS

Discipline and function

Visual arts and design

Platform for international creative communities

Playgrounds is an institute and platform that connects and establishes international creative communities in the realms of illustration, animation, gaming, digital design and art. Playgrounds focuses on visual creators, emerging talents, education and research, and the industry, presenting a programme to a broad audience. Since it was founded fifteen years ago, Playgrounds has grown from a small festival into an (inter)national hub and stage with a broad network that offers numerous international activities.

Focus 2025-2028

- Playgrounds presents a high-quality programme to its audience, focused on games. In collaboration with schools and businesses in the gaming sector, it contributes to Breda's goals in the field of gaming.
- Playgrounds' public programme will be extended to interactive media and digital art.

- Playgrounds showcases public exhibitions and interventions in various locations, including the public space.
- Educational initiatives by Playgrounds emphasise on design based learning (sharing knowledge and stories through visuals) and fostering creative confidence in higher education, vocational education and/or secondary education. This aligns with municipal policy goals. Educational initiatives are offered through the joint platform.
- Playgrounds collaborates with schools, businesses, Nieuwe Veste, the Creative Design Hub, other Breda-based institutions and international organisations to establish a talent development chain in gaming, interactive media and digital art.
- Playgrounds moreover offers a coaching programme supporting (graduated) talents in entrepreneurship within the creative industry. This initiative bridges the gap between education and the industry, aiming to generate more productions from Breda and North Brabant.
- Playgrounds contributes to positioning Breda as an international hotspot for applied technology and creativity.
- Playgrounds contributes to the visibility and accessibility of the cultural offerings in Breda, in collaboration with partners and Breda Marketing.

GRAPHIC MATTERS

Discipline and function

Visual arts and design

Platform for graphic design

Graphic Matters (GM) showcases the work of visually distinctive, socially engaged and/or socially critical designers. Through an experiential programme, Graphic Matters stimulates peers and young people to critically analyse visual culture. Encouraging them to (learn to) observe and visualise is as important as learning how to read and write. By promoting visual literacy, Graphic Matters enhances connection, self-reliance and equality in society.

Focus 2025-2028

- GM has a two track approach: it serves as a platform for graphic talent and presents public programming in the field of graphic design.
- Once a year, GM goes all out with an impactful public programme in a unique location.
- GM presents exhibitions and interventions in the public space, with a focus on neighbourhoods and villages where possible.
- GM integrates gaming into its programme, highlighting the importance of image creation, the impact of visuals and (critical) visual literacy.
- GM develops educational offerings in media and design, aligning with municipal policy objectives, and offers them through the joint platform.
- GM provides designers with the opportunity to further develop self-initiated projects and their talent, knowledge and skills through research, presentation and collaboration. There is extra emphasis on showcasing local talents. In the field of talent development, GM collaborates with schools and businesses, Nieuwe Veste, the Creative Design Hub, other Breda institutions and (inter)national organisations.
- GM also offers a programme to help (graduated) talents become entrepreneurs in the creative industry. GM thus bridges the gap between education on the one hand and the professional field or business sector on the other.
- GM contributes to the visibility and accessibility of cultural offerings in Breda, in collaboration with partners and Breda Marketing.
- GM contributes to putting Breda on the map as an international hotspot for applied technology and creativity.

BLIND WALLS GALLERY

Discipline and function

Visual art and design

Street art/city mural museum

Blind Walls Gallery is a city mural museum. Local and international artists collaborate on an expanding collection of murals inspired by the past, present and future of Breda. So far, 150 murals have been created, scattered throughout the city and its villages and neighbourhoods. A successful mural needs three elements: a unique story, a location where it can make a difference and an artist with a unique style. The goal of the murals is to introduce a broad audience to street art and cultural heritage in an accessible way. This combination of art and heritage contributes to the liveability of villages and neighbourhoods, social cohesion, proud residents, environmental quality and tourism.

Focus 2025-2028

- Blind Walls Gallery realises murals in public spaces, taking the story of the location as a starting point, involving residents and stakeholders such as housing cooperatives, developers and businesses closely in the process. In the creation of the murals, the organisation also gives attention to neighbourhoods and villages.
- Blind Walls Gallery is a pioneer in mural art in the Netherlands and, where possible, beyond. The organisation has an eye for innovation, sustainability and trends, and shares its knowledge in these areas.
- Blind Walls Gallery organises public programmes to provide insights into the discipline of mural art.
- Blind Walls Gallery realises co-productions by actively seeking collaboration with cultural and urban partners, schools and businesses.
- Blind Walls Gallery guides and mentors talents, offering them a platform. To this end, the organisation collaborates with schools, businesses and other relevant partners. It gives special attention to local talent.
- Blind Walls Gallery brings (inter)national artists to Breda for mural development and connects them with local partners and talents.
- Blind Walls Gallery actively works to increase the visibility of murals and tell their stories through tours and events.
- In the coming period, Blind Walls Gallery focuses its programmes more on engaging youth and young people through collaborations with social partners.
- Blind Walls Gallery develops educational programmes and workshops for schools, aligning with the municipal policy goals, and offers them through the joint platform.
- Blind Walls Gallery pays attention to the maintenance of existing murals in Breda and is developing a multi-year plan for this purpose.
- Blind Walls Gallery contributes to the positioning of Breda as an international hub for applied technology and creativity.
- Blind Walls Gallery contributes to the visibility and accessibility of cultural offerings in Breda, collaborating with partners and Breda Marketing whenever possible.

SUMMARY

Breda Cultural Policy – City of Creative Talent

In 2040, Breda will look very different from today. The world is changing. But one thing is certain: culture has played a crucial role in building this new Breda. The Municipality of Breda envisions the city as a vibrant cultural and creative hotspot, as a city where talent thrives in the creative industry, where youth actively engages with culture, and where there is a solid cultural foundation. Culture takes centre stage, and the cultural sector is afforded a sustainable space. This is the deliberate choice that Breda makes in its cultural policy.

POLICY PROGRAMMES

This cultural policy consists of three programmes: a basic programme and two focus programmes.

Basic programme

In the Basic Programme, we expand the number of cultural basic facilities and give these organisations an active role in the realisation of this cultural policy. We invest and lay the foundations for an attractive and varied cultural offering, an active production climate, and promote the growth of cultural clusters and networks.

Focus programme I

In Focus Programme I, we secure the cultural offerings for the youth of Breda, which is of international top quality. We invest in cultural education and strengthen youth culture. The proximity of culture is increased by a more neighbourhood-oriented approach. We aim to keep (young) amateur makers engaged in the clubs and associations they feel at home in, or to encourage them to discover new forms of making culture together.

Focus programme II

Focus Programme II concentrates on talent development in the creative industry. Breda is growing as a development hub and creative hub for talent. Connections between creative hubs, the cultural sector, schools, businesses and the city are actively encouraged in this programme. The Municipality of Breda proactively endorses two creative hubs. Culture becomes an integral part of Breda's Innovation District. The cultural sector contributes to Breda as an international hotspot for applied technology and creativity. We make choices in the areas of talent development and professional cultural offerings, in line with the educational profile of Breda. Cultural events and festivals serve as platforms for creative talent. We aim to maintain a strong presence of art and culture in the public space.

STRATEGIC THEMES

This cultural policy focuses on three strategic themes to achieve the objectives outlined in the three programmes. We choose to create a future perspective for the accommodation of culture, establishing a new structure with subsidy schemes that facilitate the implementation of the clear choices outlined in this policy, all this in collaboration with partners in the city. And finally, we focus on visibility, ensuring that Breda sustains its accessibility and attractiveness as a cultural city for residents, visitors, talents, businesses and internationals.

FINANCIAL FRAMEWORK

Innovative power and cultural entrepreneurship contribute to the construction of the city of tomorrow. The ambitions of the cultural policy can largely be covered from existing resources. However, an

additional financial boost of € 1.7 million annually is required to implement it, on top of the amount resulting from the flexibilisation of part of the existing cultural budget. The cultural policy also outlines necessary investments in accommodations. These will be thoroughly examined, including their phasing, in the Integrated Housing Plan [*Integraal Huisvestingsplan*] which is to be developed in 2024. It must be noted here that the investment in Cultural Cluster Klavers Jansen is an exception to this. Owing to housing development, it will precede the Integrated Housing Plan.

IMPLEMENTATION AGENDA 2025-2028

This cultural policy will be implemented in phases. The implementation agenda and subsidy structure for the upcoming four years have been set out in a separate document (2025-2028). The quality improvement we make in the initial implementation period will enhance the cultural infrastructure of Breda and will increase the impact of culture in various domains. Here is a summary of the choices and how they are interconnected:

Cultural Ecosystem

We will make the foundation of the local cultural ecosystem more robust. We will expand the basic infrastructure for culture with facilities that help to implement the three policy programmes. The flexibility we have created in the subsidies for Nieuwe Veste, Chassé Theatre and Stedelijk Museum Breda enables us to realise new and different policy goals with our cultural budget. Through flexibilisation and an impulse of € 1.7 million, the following organisations can work specifically towards the objectives outlined in Focus Programmes I and II:

Blind Walls Gallery, Brabants International Children's Festival, BredaPhoto, Performing Arts Creative Hub (BLOOS), CLIB, De Stilte, Graphic Matters, MEZZ, Pier15, Playgrounds, Schippers&VanGucht and Tiuri.

New Subsidy Regulation

We have adopted the 2025 Breda Regulation for Multi-Year Cultural Subsidies [*Verordening voor meerjarige subsidies Cultuur Breda 2025*], a crucial framework for maintaining coordination in multi-year subsidies within BrabantStad and with the (funds of the) Dutch government. It is important to note that the regulation does not apply to cultural activity subsidies, which fall

under the new 2025 General Subsidy Regulation [*Algemene subsidieverordening 2025*] of the Municipality of Breda.

New Subsidy Structure

Cultural subsidies in the Netherlands follow a four-year cycle. The Municipality of Breda follows this approach of the Dutch government and the province. For the cultural subsidy structure 2025-2028, we categorise subsidies into two types: multi-year subsidies (granted for either two or four years) and activity subsidies (various forms). We will broaden the access to multi-year subsidies, optimising the opportunities for matching with other governments and funds. Multi-year funding allows for innovation, professionalisation and strategic partnerships. Activity subsidy regulations for the period 2025-2028 will be developed in 2024.

Cultural Education and Participation

Work is underway for the transition of Nieuwe Veste into a future-proof organisation. Nieuwe Veste ensures a fitting cultural education and participation offering in Breda through its brokerage role in the city. This is consolidated further and secured by Nieuwe Veste in collaboration with partners in the city.

Culture in Neighbourhoods and Villages

We will enhance the cultural offerings for and in neighbourhoods and villages by expanding the cultural function of library locations, encouraging basic cultural facilities to develop neighbourhood-specific offerings, deploying culture coaches [*combinatiefunctionarissen*] tailored to neighbourhoods and reinforcing cultural meeting places (within other social real estate) in the neighbourhoods. Where possible, a link is made with the Improve Breda programme [*Verbeter Breda*]. A new multi-year subsidy scheme for culture coaches will be developed, using existing resources.

Strategic Events

The Municipality of Breda is developing a policy vision for strategic events. These include events in the realms of culture, heritage, sports and leisure economy. By consolidating cultural organisations that also function as events, this cultural policy takes the first step toward this strategic vision.

Visibility of Culture

In collaboration with the Municipality of Breda and the cultural sector, Breda Marketing showcases part of the cultural offering. It will receive additional resources for this purpose. In line with Breda's city marketing strategy and cultural policy, we make two deliberate choices. We enhance the broad visibility of culture and focus on talent development in the creative industry. This further establishes Breda as a city of applied technology and creativity.

Future Perspective on Space for Culture

The basic principles are:

- 1 An additional investment to preserve, expand and/or secure cultural accommodations. Any loss of temporary square meters will be compensated elsewhere on a permanent basis.
- 2 Accommodations used for other policy domains or from commercial or private initiatives will provide space to address gaps in terms of functions, target groups, and activities, as well as distribution across neighbourhoods.
- 3 In addition to ensuring space for culture in a proper way, we will factor in the growth and development of the city. The initial steps in this direction include the establishment of the Performing Arts Creative Hub, the formulation of an Integrated Housing Plan for Culture [*Integraal Huisvestingsplan Cultuur*] and a governance model for cultural accommodation management.

