



# CULTURE FOR TALLINN

ACCESSIBLE - AVAILABLE - DIVERSE

TALLINN'S CULTURAL ACCESSIBILITY AND AVAILABILITY ACTION PLAN 2022-2026



# 1. Introduction

“Culture for Tallinn, Culture for all” - Tallinn’s Cultural Accessibility and Availability Action Plan for cultural accessibility has been prepared in cooperation with the representatives of Tallinn city departments, North-Tallinn city district administration, city’s cultural institutions, cultural actors and businesses, other organisations (social rehabilitation, youth centres, education institutions, etc.) and citizens.

The Action Plan has been developed in the framework of ACCESS to Culture for all Citizens project funded by the European Union’s URBACT programme. The project addresses the importance of inclusive cultural policies. Eight cities - Amsterdam (Lead Partner), Sofia, Riga, Vilnius, Tallinn, London, Lisbon and Dublin - are tackling four key areas:

- Improving knowledge data and information (data insight)
- Spreading cultural activities across the city (decentralisation)
- Encouraging people to participate in cultural activities (widening participation)
- Using smart and innovative solutions (smart solutions)

## Project Details

Project name:  
**ACCESS to Culture for all Citizens**  
Funding source:  
**URBACT III**  
Project Ref no:  
**5827**  
Project Period:  
**7 May 2020 – 7 August 2022**



In the context of this Action Plan, the terms “accessibility” and “availability” are used as follows:

- **ACCESSIBILITY** is the design of consumer goods, environments, buildings, services and information that is usable and accessible to as many people as possible and reasonable, without adaptation. The solution must meet the needs of all users. The main target groups for accessibility in society are the elderly, people with special needs, children, parents of young children, people with temporary disabilities, etc.
- **AVAILABILITY** is an opportunity for all people to take part in cultural activities and services, regardless of location, age, gender, nationality, language ability, special needs, economic means or other factors. Availability is a broader concept than accessibility, including, for example, opportunities for deprived families to participate in culture, or the regional location of cultural institutions and services.

Source: Estonian National Plan for Cultural Development 2021-2030.

## 2. Background

During the URBACT ACCESS project, Tallinn adopted a new Tallinn Development Strategy 2035 in December 2020. The activity area of culture is included within the City's strategy. The action plan - Culture for Tallinn will be implemented in the frame of Tallinn 2035 development strategy operational programme, mainly culture sector operational programme, and city budget strategy (see Figure 1).

In 2021, Tallinn was selected both as European Green Capital 2023 and member of the UNESCO Creative Cities Network as City of Music.

According to the European Commission's Cultural and Capital Cities Monitor, Tallinn is listed 5th in the large cities category (250,000 – 500,000 inhabitants), it enjoys together with the rest of Estonia very high levels of cultural participation and consumption (particularly in the fields of theatre, music and museums). However, there is a lack of qualitative data on participation patterns as well as on access to cultural services in different parts of the city, for people with special needs and people from other nationalities.

There is a considerable mental gap between Estonian and Russian-speaking communities, who do not share media and cultural spaces. There is limited information as to what Russian-speaking communities may need or want. The cultural offer in Tallinn is centralised with rather limited opportunities in outlying districts.

Population (2022): 445,002

Nationalities (2021): Estonians 52.9%, Russians 35.9%, Ukrainians 3.8%, other 7.4%

Citizenship (2021): 77.3% Estonian, 7.8% undetermined and 7.7% Russian.

8 districts and 84 neighbourhoods

Average monthly income (2020): 1,637 EUR

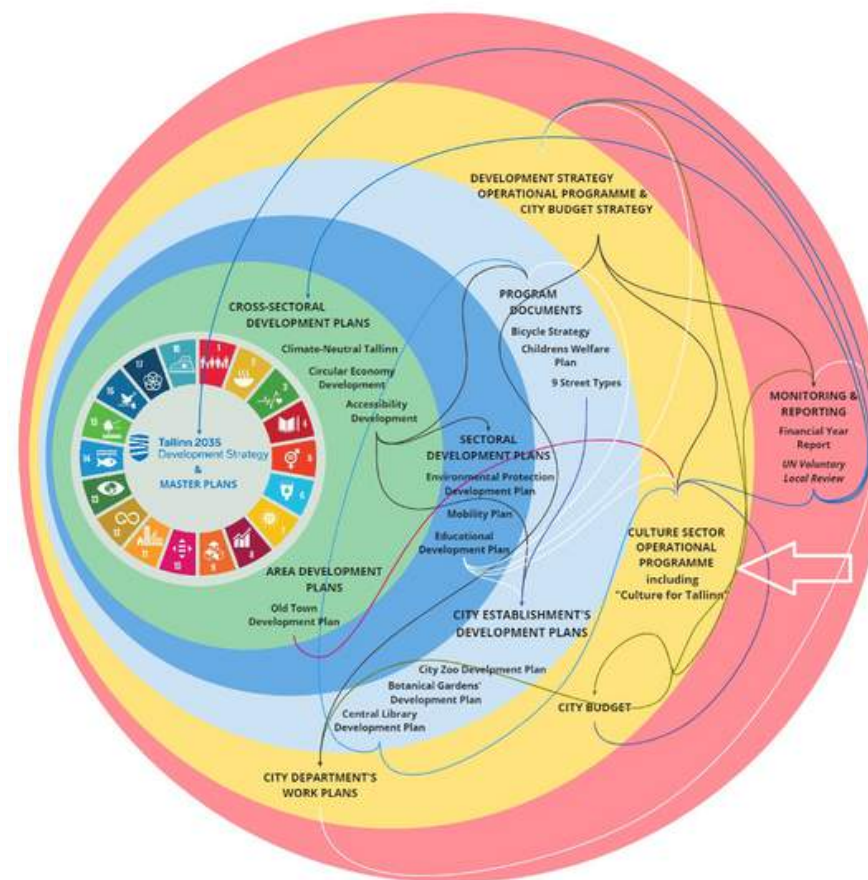


Figure 1: The system and interconnectivity of Tallinn's development documents

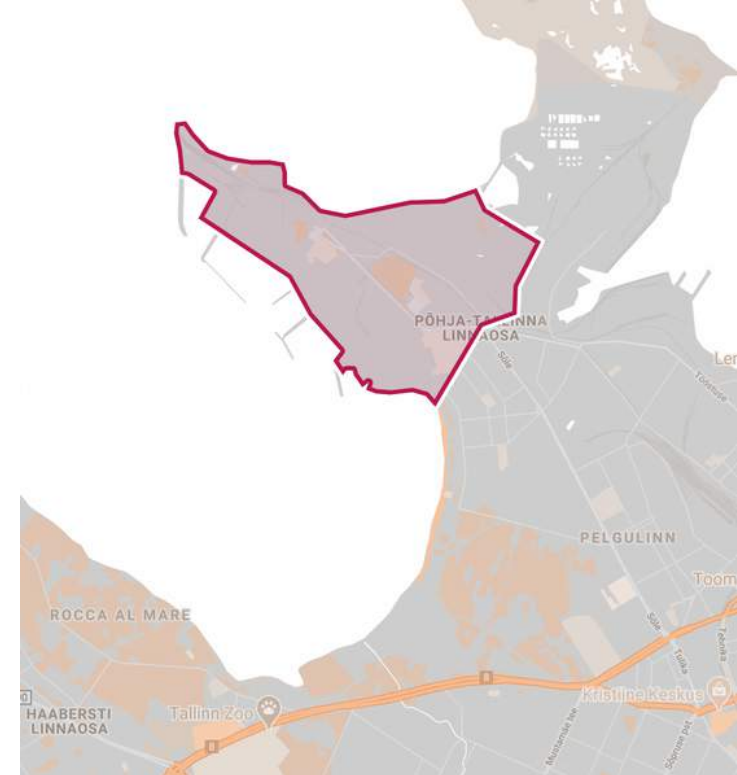
### 3. Pilot Area: Kopli

Tallinn chose Kopli neighbourhood within North-Tallinn district as a pilot for the ACCESS project. It provides a relevant case study, which highlights most of the challenges defined by the project. After the ACCESS project, Kopli remains a testing ground for piloting new public services, validating innovative approaches and prototyping new cultural products, services and cooperation models. The lessons learned will be then transferred to the other neighbourhoods and districts in Tallinn. Thus, the Action Plan consists of activities both narrowly for the Kopli neighbourhood as well as widely for the entire city.

Only recently the Russian speakers predominantly inhabited the neighbourhoods of Kopli. Thousands of new apartments are being developed in Kopli and following the trends in Kalamaja, Kopli will soon see the effects of gentrification.

There is no library nor cultural centre in Kopli – though the North-Tallinn district as a whole is the site of major cultural regeneration, including museums, cultural centres and creative hubs.

Annual local festival – ‘Koplifest’ – was initiated five years ago and organisers are working towards a multicultural programme to introduce Kopli area and to involve more the Russian-speaking community.



#### Key facts about Kopli

Area: 2.82 km<sup>2</sup>

Population (2021): 6685

Nationalities in Põhja-Tallinna District: Estonians 50.9%, Russians 37.4%, Ukrainians 4.2%, other 3.9%. In comparison, in 2006, the share of Estonians in the Põhja-Tallinna District was 41.1% to 48.9% of Russians.

## 4. Focus Areas

Challenges	Focus for the Action Plan
<p><b>Data insight</b></p>	<ul style="list-style-type: none"> <li>• To have a clear overview on currently available data (both locally and nationally) on cultural participation patterns and availability.</li> <li>• To have an overview of good practices of data collection and analysis on accessibility in other countries.</li> <li>• To validate expected outcomes of the pilot projects.</li> <li>• To involve community and citizens in qualitative data mapping on cultural accessibility.</li> </ul>
<p><b>Decentralisation</b></p>	<ul style="list-style-type: none"> <li>• To have a clear overview of the existing cultural and creative offer in Kopli and surrounding district.</li> <li>• To have an overview of good practices of cultural decentralisation and developing of marginalised urban districts in other countries.</li> <li>• To bring together key stakeholders from Kopli and from outside in order to initiate cooperation networks.</li> <li>• To engage the local community in bottom-up cultural initiatives.</li> </ul>
<p><b>Widening participation</b></p>	<ul style="list-style-type: none"> <li>• To have a clear overview of the level of cultural accessibility for people with special needs (main challenges for the people that inhibits them, main challenges for cultural operators, level of awareness and access to information, etc.).</li> <li>• To have a clear overview of the level of cultural accessibility for non-Estonian speaking minorities (main challenges for the people that inhibits them, main challenges for cultural operators, level of awareness and access to information, etc.).</li> <li>• To have an overview of good practices of widening participation in other countries.</li> <li>• To define a cultural accessibility framework tool that can be used in assessing cultural organisations, services and events and provide common standards in developing cultural services.</li> <li>• To include representatives of local residents and communities in shaping a favourable cultural and creative environment.</li> </ul>

## 5. Strategic Objectives and Actions

**OBJECTIVE 1:**  
Cultural management based on high-quality data will support the availability and accessibility of culture.

1.1. **Mapping and researching** the availability and accessibility of culture and publishing the results.

1.2. Developing a **cooperation network** for access to culture, involving local communities and developing international cooperation.

1.3. Targeting the availability and accessibility of culture in **development documents**.

**OBJECTIVE 2:**  
Cultural infrastructure and events in Tallinn will be physically and digitally accessible to people with special needs.

2.1. Development and implementation of an **accessibility assessment model** for cultural infrastructure and services in Tallinn.

2.2. Development of **physical and digital accessibility** of Tallinn's cultural infrastructure and services.

2.3. Increasing the **capability** of the cultural sector to improve accessibility.

**OBJECTIVE 3:**  
Cultural life will be diverse and accessible in all districts in Tallinn.

3.1. Expanding the **availability of culture** in different districts and sub-districts of the city.

3.2. Providing **cultural information** to the public.

3.3. Reduction of restrictions on participation in cultural life due to **economic conditions**.

3.4. Supporting **cultural integration** for people with a native language other than Estonian.

## 6. Action Plan 2022-2026

No	Strategic Objective	Result Indicators
1	Cultural management based on high-quality data will support the availability and accessibility of culture	<ul style="list-style-type: none"> <li>Satisfaction of Tallinn/Kopli residents with cultural services and their availability.</li> <li>Satisfaction of Tallinn/Kopli residents with the accessibility of cultural infrastructure and events.</li> </ul>

No	Action	Lead Partner	Other Partners
1.1	Mapping and researching the availability and accessibility of culture and publishing the results	Tallinn Culture and Sports Department	Tallinn's cultural institutions, Tallinn Social Welfare and Health Care Department, Tallinn Strategic Management Office

No	Specific Activity	Output Indicators	Timeline
1.1.1	Regular monitoring of the accessibility of cultural infrastructure in Tallinn and cultural events receiving support from the city and making up-to-date information available to target groups	<ul style="list-style-type: none"> <li>Data on the accessibility of cultural institutions are up to date and concise.</li> <li>Number of cultural institutions participating in monitoring and cultural events receiving support from the city is increasing.</li> </ul>	Start Q1/2023
1.1.2	Research of urban residents' expectations and satisfaction with the availability and choice of cultural services in the framework of a city-wide satisfaction survey	Satisfaction surveys are conducted regularly.	Annually 2023-2026
1.1.3	Conducting qualitative cultural research for the development and evaluation of cultural services as a follow-up study in both Kopli and in other districts and settlements	A research plan has been prepared and qualitative studies have been performed in accordance with the research plan.	Annually 2023-2026
1.1.4	Creating layers of cultural services and regular updating of the Tallinn web map	The layer of cultural services has been created and is up to date on the Tallinn web map	Start Q1/2023

No	Action	Lead Partner	Other Partners
1.2	Developing a cooperation network for access to culture, involving local communities and developing international cooperation	Tallinn Culture and Sports Department	ACCESS ULG/ working group, including city authorities, city departments, community organisations

No	Specific Activity	Output Indicators	Timeline
1.2.1	Continuation of meetings of the working group created during the URBACT ACCESS project to develop cooperation activities and projects, exchange information, raise awareness and share good practice. Representatives from other districts of Tallinn will be involved in the activities of the working group	The accessibility to culture working group meets at least twice a year.	Start Q3/2022
1.2.2	Continuing cooperation and information exchange with other URBACT ACCESS project partner cities and expanding the international cooperation network to other cities to exchange best practices on cultural accessibility, including cooperation with music and creative cities belonging to the UNESCO network.	The number of other cities that have taken part in the activities of the action plan on accessibility to culture is stable.	Start Q2/2022

No	Action	Lead Partner	Other Partners
1.3	Targeting the availability and accessibility of culture in development documents	Tallinn Strategic Management Office	Tallinn Culture and Sports Department, Tallinn district administrations, city departments, cultural and sports institutions

No	Specific Activity	Output Indicators	Timeline
1.3.1	Activities increasing the accessibility and availability of culture will be introduced in the relevant development documents of the City of Tallinn, including targeting the availability and accessibility of culture in Kopli sub-district in the development documents of the Northern Tallinn district	The action plans and development documents have been updated for 2024.	Start Q3/2022
1.3.2	The development documents of the cultural and sports institutions managed by the city of Tallinn specify the activities planned to increase the accessibility and availability of culture	The action plans and development documents have been updated for 2024.	Start Q1/2023
1.3.3	Planning of activities in the Kopli sub-district in the UNESCO Music City action plan to improve the accessibility and availability of music life (music trails, musical interventions in the city space, piloting of new open-air concert venues)	The (annual) action plan of a music city is in line with the principles on the availability and accessibility of culture, and the objectives have been met.	Start Q1/2023



No	Strategic Objective	Result Indicators
2	Cultural infrastructure and events in Tallinn will be physically and digitally accessible to people with special needs	<ul style="list-style-type: none"> <li>• Satisfaction of people with special needs with the availability of information on cultural events and infrastructure.</li> <li>• Satisfaction of people with special needs with the accessibility of cultural infrastructure.</li> <li>• Awareness of cultural organisers about cultural availability and accessibility.</li> </ul>

No	Action	Lead Partner	Other Partners
2.1	Development and implementation of an accessibility assessment model for cultural infrastructure and services in Tallinn	Tallinn Culture and Sports Department	Organisations for people with special needs, cultural and sports institutions and organisations operating in Tallinn.

No	Specific Activity	Output Indicators	Timeline
2.1.1	Development of an assessment model in cooperation with cultural institutions and representative organisations	An assessment model has been developed.	Start Q2/2022
2.1.2	Piloting the assessment model at Kopli/Northern Tallinn cultural institutions and major cultural events carried out with the city's support.	Proportion of Tallinn cultural institutions that have passed self-assessment	Start Q2/2023
2.1.3	Publication and introduction of the assessment model to all cultural institutions and cultural organisers operating in Tallinn	The assessment model is ready to be implemented.	Start Q4/2023
2.1.4	Implementation of the assessment model as a criterion in city support measures	Proportion of cultural projects funded by the city with a well-thought-out action plan to increase accessibility and availability.	Start Q1/2024

No	Action	Lead Partner	Other Partners
2.2	Development of physical and digital accessibility of Tallinn's cultural infrastructure and services	Tallinn Culture and Sports Department, Tallinn district governments	Tallinn's cultural and sports institutions

No	Specific Activity	Output Indicators	Timeline
2.2.1	Making cultural institutions and services more physically accessible, investing in infrastructure and developing a signage system to meet the needs of people with special needs	Tallinn's cultural institutions and services are accessible and comply with the assessment model.	Throughout the year 2023-2026
2.2.2	Making cultural institutions and services digitally accessible, developing the websites of institutions to include people with special needs	The websites of cultural institutions are accessible, the information is up to date.	2023-2024

No	Action	Lead Partner	Other Partners
2.3	Increasing the capability of the cultural sector to improve accessibility	Tallinn Culture and Sports Department	Cultural organisations and organisations for people with special needs operate in Tallinn

No	Specific Activity	Output Indicators	Timeline
2.3.1	Mapping out training needs (including through the assessment model), organisation of trainings and implementation of development activities for cultural organisers as well as applicants for non-profit organisations on including people with special needs in cultural topics	At least 20 cultural institutions and organisations participate in trainings and other development activities every year.	Start Q4/2022
2.3.2	Development and implementation of a model (e.g. quality label) for the recognition of exemplary cultural institutions, organisations and organisers in the application of the principles of cultural accessibility and availability	<ul style="list-style-type: none"> <li>The statute of the quality label has been developed.</li> <li>By 2030, the quality label has been awarded to all cultural institutions managed by Tallinn and to cultural organisations receiving at least 50% support from the city.</li> </ul>	Start Q1/2023

No	Strategic Objective	Result Indicators		
3	Cultural life will be diverse and accessible in all districts in Tallinn	<ul style="list-style-type: none"> <li>Satisfaction of residents with the cultural services and events offered in Tallinn</li> <li>Participation rate in cultural life is increasing</li> </ul>		
No	Action	Lead Partner	Other Partners	
3.1	Expanding the availability of culture in different districts and sub-districts of the city	Tallinn Culture and Sports Department	Tallinn city departments, Tallinn districts administrations, city, state and private cultural institutions and organisations, non-governmental organisations	
No	Specific Activity	Output Indicators		Timeline
3.1.1	Development and provision of mobile cultural services in places where the availability of cultural services is lower, including extension of the library bus route to Kopli	Existence of mobile cultural services in locations where they are necessary (information from surveys and web map)		Start Q1/2023
3.1.2	Supporting the activities of community associations and supporting the organisation of community-based cultural events, in cooperation with festival organisers, supporting events taking place in smaller sub-districts within the framework of larger festivals (e.g. KopliFest, which takes place in Kopli)	<ul style="list-style-type: none"> <li>The number of community-based cultural projects supported by NPOs is growing</li> <li>Festival programmes take place in sub-districts</li> </ul>		Throughout the year 2023-2026
3.1.3	Development of initiatives supporting creative environments (so-called creative atmosphere) and community joint activities in sub-districts, including support and development of community garden activities, development of natural areas, playgrounds, gathering places and other areas	Number of creative environments, including number of community gardens		Throughout the year 2023-2026
3.1.4	Development of a modern and accessible Kopli community centre building at Kopli 93, which includes a library, film screening opportunities and a community garden	The infrastructure of the community centre has been developed		2024-2026
3.1.5	Active involvement of young people in the organisation of cultural life and development of new cultural services, including the creation of a volunteer programme and the participation of young people in the organisation of cultural events organised by the city, implementation of an inclusive budget supporting youth initiatives	<ul style="list-style-type: none"> <li>Number of young people involved in volunteering at a cultural events</li> <li>An inclusive budget to support youth initiatives has been implemented annually</li> </ul>		Start Q1/2023
3.1.6	Expansion of cultural activities and development of cultural services in Kopli sub-district, including launching of events introducing Kopli sub-district, itineraries, guided tours (e.g. music trails and tram tour) and web applications	Number of cultural activities and services launched in Kopli		Throughout the year 2023-2026
3.1.7	Piloting at least one Small Scale Action each year to test and validate services in Kopli and other districts under the 3.1 sub-activities framework	Number of piloted cultural services		Start Q2/2023

No	Action	Lead Partner	Other Partners
3.2	Providing cultural information to the public	Tallinn districts administrations	Tallinn Culture and Sports Department, Education Department, city, state and private cultural institutions and organisations, non-governmental organisations

No	Specific Activity	Output Indicators	Timeline
3.2.1	Providing cultural information in channels and places consumed by target groups, including calendars of cultural events in district newspapers and cultural information walls in shopping centres, city offices and walkways in public spaces. Sharing cultural information on city screens and advertising spaces as well as on public transport and at stops	<ul style="list-style-type: none"> <li>Residents and visitors of Tallinn are aware of what is happening in the cultural life of the city</li> <li>Satisfaction with the availability and usability of cultural information is high</li> </ul>	Throughout the year 2023-2026
3.2.2	Creating community cultural information walls in sub-districts	Cultural information walls have been created	Start Q1/2023
3.2.3	Collecting and sharing stories about the region and local cultural figures in district newspapers in collaboration with volunteers and/or schoolchildren	Number of stories published	Start Q1/2023

No	Action	Lead Partner	Other Partners
3.3	Reduction of restrictions on participation in cultural life due to economic conditions	Tallinn Culture and Sports Department	Tallinn city departments, Tallinn districts administrations, Tallinn's cultural and sports institutions

No	Specific Activity	Output Indicators	Timeline
3.3.1	Offering free opportunities to visit Tallinn City Museum every month	Number of days with free entry and visitors	Start Q1/2022
3.3.2	Rental of tickets for cultural institutions (museums) in Tallinn Central Library	Number of ticket rentals	Start Q1/2022
3.3.3	Creating opportunities for people with a low income (including children and young people) to participate in cultural life	Services and products of city institutions for the participation of deprived people in cultural life	Throughout the year 2023-2026
3.3.4	Offering a free diverse cultural programme in Tallinn, including celebrations of the city and national anniversaries, Tallinn Maritime Days, Special Sailors, Tallinn Day, Tallinn Old Town Days, cultural events in the districts, public cultural events in Kadriorg Park, etc.	Number of free cultural events organised by the city and number of participants per year	Throughout the year 2023-2026

No	Action	Lead Partner	Other Partners
3.4	Supporting cultural integration for people with a native language other than Estonian	Tallinn Culture and Sports Department	Tallinn districts administrations, city, state and private cultural institutions and organisations, Integration Foundation

No	Specific Activity	Output Indicators	Timeline
3.4.1	Making culture accessible to people who arrive in Estonia, including war refugees and new immigrants	Number of service users/participants in events	Throughout the year 2023-2026
3.4.2	Promoting linguistic and cultural initiatives and programmes in libraries and other cultural institutions in support of cultural integration	Number of activities supporting integration in the city's cultural institutions and number of participants in these programmes	Throughout the year 2023-2026



## 7. Supporting Strategies

### Tallinn Development Strategy 2035



General Goal: **Friendly Urban Space**

General Goal: **Creative Global City**

General Goal: **Kind Community**

Thematic Goal: All people in Tallinn can develop their creativity

Thematic Goal: The cultural events and leisure facilities in Tallinn are attractive and accessible to the citizens and visitors

Thematic Goal: Urban space is the second living room

### Estonian Cultural Policy “Culture 2030”



General Goal: **Estonian culture is vibrant, developing and open to the world, participation in culture is a normal part of every citizen.**

Action 1.8: Developing cultural offer for children and youth, so that all children and youth can participate in culture despite their place of living, economic conditions, or other special needs.

Action 1.10: Providing access to culture for all people throughout the life cycle. The access includes all forms of culture, both as spectators as well as creators.

Action 1.10: Diversifying cultural offer regionally to provide opportunities in all areas of Estonia.

### Tallinn Music Strategy for UNESCO City of Music



General Goal: **Tallinn offers world-class opportunities to create and enjoy music in all its diversity.**

Strategic Objective: To make music more accessible for everybody by removing inequalities and barriers for people with special needs, age, nationality or location.

Action 1.1: In the framework of URBACT Culture Access for All project, City of Tallinn will draft a comprehensive accessibility action plan to facilitate participation of all social groups in cultural and music activities in the city.

## 8. Stakeholders

At the heart of the Action Plan development process was **URBACT Local Group** (ULG). The ULG was composed of relevant stakeholders in the field of inclusive cultural policy, including representatives of different city departments, cultural institutions and organisations, as well as private sector associations and representatives of creative industries. The ULG met 10 times both physically as well as virtually during two years to review and discuss potential activities. These workshops supported the group in gaining more in-depth knowledge about Kopli and evolving ideas for developing cultural accessibility. Learning from the transnational exchange with the ACCESS network and partner cities was shared with the group who benefitted from discovering a wider range of practices to promote cultural inclusion.

The local residents took part in the pilot projects. Additionally, youths, representatives of the local community (including Russian-speaking community) in Kopli as well as representatives of organisations for people with special needs were involved throughout the process.

As agreed in the Action Plan, City of Tallinn will continue working together with the ULG as a platform to cooperate with stakeholders, share good practices, plan and validate future activities and pilot projects, and to regularly assess the impact of the Action Plan and update its contents. The ULG will remain an open and inclusive platform for different city departments and other stakeholders.

The ULG cooperated with anthropologists and sociologists to conduct necessary research. The Action Plan drafting was advised by Creativity Lab, international cultural policy and creative industries think tank and consultancy.

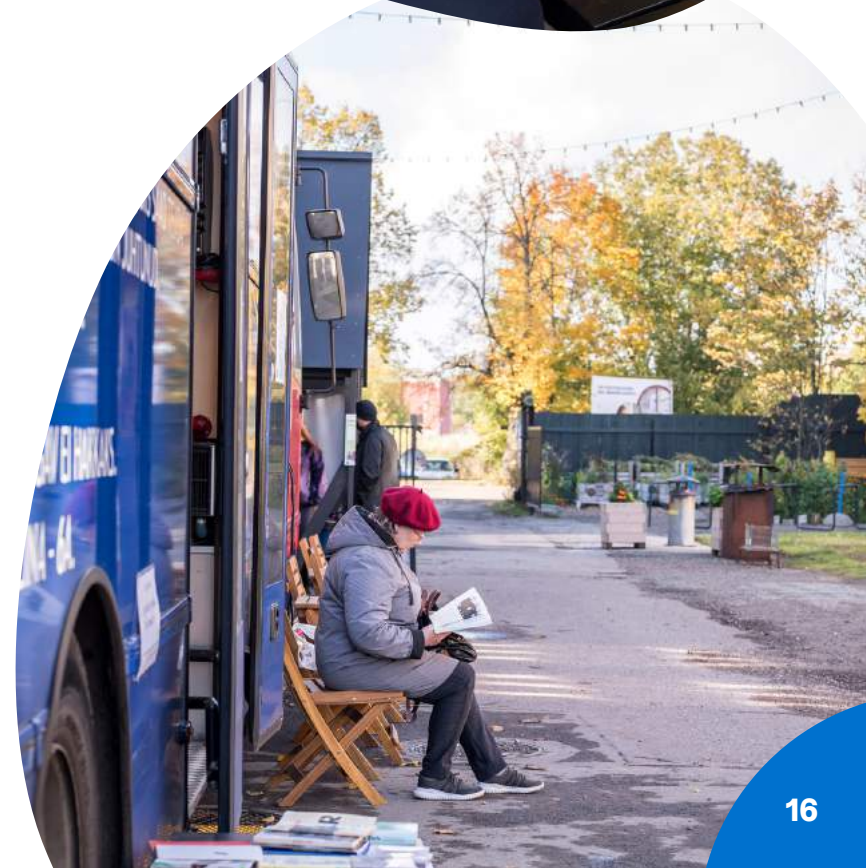


## 9. Evidence Base

The ACCESS project allowed the City to gather valuable information and insights from different sources throughout the project duration. The city carried out a **cultural survey** specifically in the Kopli neighbourhood as well as collected data from implementation of pilot projects.

In 2021, the ACCESS Tallinn team conducted 30 personal in-depth interviews and two focus groups with students in the Kopli neighbourhood to find out what preferences and needs the locals have regarding culture. Main conclusions of the research are following:

- The residents of Kopli are generally positive and hopeful about the future of the area. Both the natural environment and the historical heritage of the region are highly valued, and should be protected, introduced, and exhibited more than before.
- Almost all respondents rated the opportunities to access the cultural facilities and events of interest as good: this is favoured by a good public transport network and free public transport for citizens.
- The most popular way to spend free time is outdoors, this includes cycling, walking, health sports, spending time in the community gardens, parks, coastal areas and in Paljassaare peninsula. Public spaces are seen to be evolving in a positive, more beautiful and safer way, but some residents still have concerns about the decline of the natural environment, silence and privacy.
- Expectations for libraries seem to have changed. The pandemic situation has taken people to their home offices, so the library of the future could also offer rented jobs, co-operation opportunities and meeting rooms as services. However, the residents are generally satisfied with the current conditions of the libraries in Tallinn.
- A bigger problem seems to be with the information about Kopli's events. There was a consensus that too much information has been moved to social networks, but information about the events and other activities should also be available on paper, such as in the district newspaper, on billboards, at bus stops and on notice boards in shops.





## 10. Pilot Projects

The **Culture Bus pop-up days** took place one week apart in two different locations. On the first day, taking place in the garden of an old Culture Center Kopli 93, the focus was mainly on children and families. In cooperation with Tallinn Central Library, a tent for kids was set up to draw, to be involved in handicrafts book readings. There was a mobile library (aka library on wheels) present as well, for all the guests to borrow books and take part in the book fair. Youth centre was present to play boardgames. An analogue set up took place one week after that in the garden of an old rubber factory Põhjala, which now hosts multiple cultural events very often. This time, the target group was mainly on senior citizens living nearby, but also children with their parents. The gentle yoga-exercise session for the elderly was hosted and after that a conversation corner with them about the cultural activities and their needs taking place in Kopli. The day was ended by a book presentation of the well-known author Jekaterina Skulskaja.

The second pilot project – **collecting food recipes from people of Kopli district** and staged the open-air kitchen for a cooking event of Kopli tastes. Collected recipes are from a wide range of use – from more every day and occasional recipes to the ones for party tables, some fancier, some more traditional, etc. Over 70 recipes were gathered. Whereas the youngest chef was from 12 years old and shared his recipe for a beet-root soup and the oldest one, 82 years old, shared her favourite grilled-chicken salad. All the guests were welcomed by the chef of the day who had already prepared three traditional appetizers. The open-air kitchen event was very warmly welcomed by the community and got a lot of good feedback. In cooperation of Kalamaja community museum, the open-air exhibition of Kopli recipes was presented in June 2022.

Our cherry-on-top event was a **street art project** that was led by professional stencil artist Von Bomb and involved 20 youngsters from two local schools - Tallinna Kunstgümnaasium and Ehte Humanitaargümnaasium. During the planning and preparation process the students selected and set up the elements and composition of the work. For the composition of four figures, the participants chose models amongst themselves, and based on the photos taken from them, they jointly prepared stencils for the work placed onto the wall in their community. We managed to get an agreement from a local citizen to use their private property wall and the sketch was confirmed with Tallinn city's art curator. All the involved parties agreed that street art carries the ambition to enrich urban space.



## 11. Resourcing Plan and Responsibilities

The Action Plan contributes to the achievement of Tallinn 2035 strategic goals 'Creative global city', 'Kind community' and 'Friendly urban space'. The Action Plan will be implemented in the frame of the Tallinn 2035 development strategy operational programme (mainly culture sector operational programme), the city budget and the city budget strategy. In addition, EU funds will be applied to support the implementation of the Action Plan.

The city development strategy with its operational programme will be aligned with the **annual city budget and the city budget strategy** for the years 2023-2026 and will be approved by City Council by the end of 2022. After the approval of the city budget strategy, the Action Plan within the culture sector operational programme will be approved by the City Council by February 2023.

**Tallinn Culture and Sports Department** is the main coordinator of planning the resources for the Action Plan into the city budget and the city budget strategy aligned with the respective city areas of activities – culture, environmental protection and urban planning, and more specifically within the action programmes: rich and accessible cultural calendar; accessible memory and lifelong learning; diverse opportunities for cultural activities; culturally integrated Tallinn; accessibility policy and supervision. **Tallinn Strategic Management Office** supports the planning of the activities and municipal finances, including involvement of the EU funds.

In 2022, the operating costs of the city cultural sector will amount to 31.9 million € (4.3%) of the city's sectoral costs and investments to 29.4 million € (11.4%) of the city's total investments. 2.4 million € is planned to support non-profit activities in 2022, 0.6 million € to implement projects in the field of music and UNESCO city of music, € 3.3 million € to support the other cultural events and projects, and 0.9 million € to support other cultural projects and organisations.

In 2022, 0.2 million € is planned for urban agriculture, including for community gardens within the environmental protection action programme. The focus will be on improving the accessibility of buildings managed by the city districts within the accessibility policy and supervision action programme. 0.1 million € is planned for 2022 to improve the accessibility of the city's institutions.



## 12. Risk Mitigation Plan

Main risks	Mitigation Strategy
<p><b>Political risks</b> - cultural accessibility is not a political priority and it is difficult to find cross-departmental support.</p>	<p>Tallinn decided not to adopt the Accessibility and Availability Action Plan as a separate document, which would make it easier to side line in the framework of all other documents, and to integrate the key activities in relevant city development and budgetary documents. In this way, the cultural accessibility is not just a matter for Department for Culture and Sports, but for all relevant Departments and the City Government as a whole. Additionally, the City has already organised a cross-departmental briefing session to inform all relevant City Departments about the Action Plan and their role in implementing the plan.</p>
<p><b>Economic risks</b> - due to economic downturn and inflation, the City will not find funds to carry out the Action Plan.</p>	<p>The economic situation globally is unstable and high inflation means significant pressure on City's budget. However, as the accessibility plan is integrated horizontally to the relevant action programs of Tallinn city strategy, it helps to pool together more resources to fulfil the Action Plan. The City has already allocated quite significant funds to cultural and creative development, including the accessibility aspects.</p>
<p><b>Social risks</b> - there is a low awareness among cultural managers and professionals regarding the cultural accessibility issues.</p>	<p>ACCESS project has already contributed significantly to raising awareness on cultural accessibility and availability. In addition, the accessibility is one of the priorities in the new national cultural policy for 2022-2030 adopted in 2021. The Action Plan foresees number of activities to mitigate the lack of awareness, including developing the network of cultural operators, continuing the work of ULG in Tallinn and widening it to other neighbourhoods, organising trainings, seminars and study visits, and recognising good practises among cultural operators. This all is designed to raise the awareness and build stronger capacity within the cultural sector to tackle the accessibility issues.</p>
<p><b>Cultural risks</b> - cultural organisations and professionals are not ready to invest into more inclusive and accessible cultural offer due to higher costs.</p>	<p>Accessibility is not a matter of choice, but a basic human right. Similarly to environmental sustainability aspect of cultural management, cultural operators cannot remain ignorant to diverse needs of the population. Thus, the main reason for lack of accessibility in cultural sector is limited funds. The Action Plan foresees the integration of Accessibility Assessment Model into cultural funding measures, including the UNESCO City of Music Action Plan. This means that having a clear plan on cultural organisation level for increasing accessibility can lead to additional funding.</p>
<p><b>Data risks</b> - collecting information and monitoring the implementation of the Action Plan is limited due to lack of data, cultural organisations find additional data collection and fulfilment of Assessment Model bureaucratic and time consuming.</p>	<p>The Action Plan includes predominantly indicators which use data from existing sources - surveys, statistics, reporting methods - to avoid the need to collect additional data in large quantity. The Assessment Model will be developed together with the cultural organisations, and it will be piloted with a small test group to gain knowledge not only on the substance of the model, but also the efficiency and clarity of the model.</p>
<p><b>Community risks</b> - the target groups, particularly the people with special needs are not interested in actively participating in the planned activities.</p>	<p>As the ACCESS project has highlighted throughout the process, it is important not to plan events FOR the people with special needs (including young people, elderly, people with disabilities, etc.), but WITH them. Therefore, these target groups will be closely engaged with planning and implementation of the Action Plan, both through the ULG but also through surveys, focus groups, and projects. One of the key priorities in the Action Plan is setting up working communication channels to inform stakeholders and target groups on available opportunities through the most suitable and effective channels.</p>

## 13. Evaluation and Monitoring

The Action Plan includes the description of both result as well as output indicators which have been chosen so that they can be regularly monitored and assessed. The key sources for data collection include the following:

- **Existing surveys and research** - City of Tallinn already conducts number of studies and research (e.g. Annual Citizen Satisfaction Survey). Data from those studies can be used to monitor the results, but where necessary, new aspects will be added, particularly regarding accessibility of cultural facilities and services as well as availability of cultural offer in different neighbourhoods.
- **Additionally conducted surveys and questionnaires** - Based on the experience of ACCESS project, City of Tallinn plans to continue with conducting dedicated cultural surveys, both as a follow-up in Kopli neighbourhood to regularly monitor the changes in inhabitants' expectations and needs, as well as in other key neighbourhoods in Tallinn. Additional surveys are also planned in more specific target groups, including people with special needs, people speaking other languages than Estonian, but also among cultural managers.
- **Information collected from municipal institutions or through funding programs** - the City of Tallinn has an up-to-date overview on programs, events and services conducted by City owned or City funded cultural institutions and organisations (e.g., accessibility of cultural facilities, number of dedicated programs for different target groups, number of users and visitors, etc.). The data will be collected and analysed by the Department of Culture and Sports.
- **Implementation of Accessibility Assessment Model** - one of the key activities in the Action Plan will be development and implementation of the Accessibility Assessment Model and its integration to funding programs (both for municipal and private organisations) and inclusion to organisational strategies (municipal organisations). The model will be planned as a tool for organisations themselves to pay attention to critical aspects of accessible cultural product and service development, including facilities, but also as a tool to collect information on the status quo of accessibility of cultural facilities and events in Tallinn. This in turn will be used to select priority intervention themes and set up an annual training programme for cultural managers.

The evaluation and monitoring of the Action Plan is organised as follows:

- The **coordinator of the monitoring and evaluating process** of the Action Plan is Tallinn Culture and Sports Department in cooperation with Tallinn Strategic Management Office. Culture and Sports Department collects information from all relevant sources and shares information with key stakeholders.
- The **Action Plan is reviewed annually** by reporting on past activities and their results, adding new data and reviewing the list of actions and activities. The renewed Action Plan will be used as an input for Tallinn's annual budget as well as action plans for relevant city departments.
- As foreseen in the Action Plan, the **ULG will continue to meet in the future**. The ULG will be composed of the core group (representatives of the City and its institutions, also key partners from the public and private sector) and then additional members from different neighbourhoods. Based on the necessity, more experts from given neighbourhoods can be invited to the meetings.
- The **ULG will act as an advisory and consultative body**. Their main role is to help in monitoring, evaluation and updating the Action Plan, brainstorm new ideas and recommendations, raise awareness and share good practices, connect people, and advise the City of Tallinn regarding cultural accessibility and availability. The ULG meetings will be organised by Tallinn Culture and Sports Department. The ULG meetings will be organised as needed, but at least twice a year.

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