

Svarsjournal

GODKÄND

Av Maria Jansén kl. 14:10, 2026-06-29

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Namn	Anonym 35303572
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Resenär: - Förnamn	Viveca
Resenär: - Efternamn	Waak
Resenär: - E-post	viveca.waak@stockholm.se
Resenär: - Förnamn	Lukas
Resenär: - Efternamn	Narvaja
Resenär: - E-post	lukas.narvaja@stockholm.se
Arbetsplats:	Kulturstrategiska staben
Resa: - Resmål (stad och land):	Amsterdam, Nederländerna
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Resa: - Hemresa:	2026-10-21
Vad ska du göra på tjänsteresan?	Studiebesök
Varför ska du åka på tjänsteresan? - Motivera tjänsteresan genom att beskriva dess syfte, relevans för ditt arbete och förväntad nytta för kulturförvaltningen. Du kan inkludera bakgrundsinformation, mål med resan, förväntade lärdomar, nätverksmöjligheter och hur resultaten kommer att spridas eller implementeras i	Kulturförvaltningen är aktiv i stadens internationella nätverk enligt stadens internationella strategi och EU-policy. Stockholm är medlem i det ledande globala nätverket World Cities Culture Forum. Under 2026 deltar staben tillsammans med sex andra städer i Wccf Leadership Exchange Programme, med ett

verksamheten.

studiebesök i Amsterdam i oktober 2026. Det föreslagna utbytet undersöker hur man kan bygga en framtidssäkrad och inkluderande nattlivsekonomi som svar på gemensamma utmaningar. Syftet är att utveckla metoder och arbetssätt för att stärka förutsättningarna för Stockholms nattliv.

Kulturförvaltningen och kulturstrategiska staben förväntar sig att lära sig mer om följande huvudpunkter genom Wccf Leadership Exchange Programme i Amsterdam:

- Utbyta erfarenheter och reflektera över trender och beteendeförändringar i nattlivet.
- Få insikter i hur andra städer hanterar regelverk och tillstånd.

Ta del av goda exempel och policylösningar från andra större städer, särskilt kring tillstånd, planeringsprocesser och styrningsmodeller.

- Stärka samarbetet mellan myndigheter och nattlivsaktörer.
- Praktiska verktyg och metoder för att införa nya arbetssätt inom stadens förvaltning och i dialogen med nattlivets aktörer.

Efter utbytet i Amsterdam, med inspiration från internationella exempel, har kulturförvaltningen som ambition att testa olika metoder och arbetssätt i utvalda piloter i staden för att Stockholm långsiktigt kan utveckla sitt nattliv.

Viveca Waak åker till Amsterdam för studiebesök i rollen som utredare. Det ingår i hennes roll på kulturförvaltningen

	att ta fram kunskapsunderlag, metodutveckling samt utveckla styrdokument. Lukas Narvaja åker till Amsterdam i rollen som kulturlots på kulturförvaltningen. Det ingår i hans roll att utveckla stadens nattliv genom kulturlotsning och etablering av kulturplatser och kulturscener.
Används flyg som färdmedel för hela eller delar av resan?	Ja
Ange varför flyg har valts som färdmedel för den här tjänsteresan:	Flyg väljs för att spara tid – andra färdsätt skulle medföra orimligt lång restid
Ange varför flyg har valts som färdmedel för den här tjänsteresan:	Resan är internationell eller omfattar flera destinationer
Ange varför flyg har valts som färdmedel för den här tjänsteresan:	Flyg är det mest kostnadseffektiva alternativet
Vid extern finansiering (helt eller delvis), ange namn på den part utanför förvaltningen som bekostar resan:	Bloomberg Philanthropies
Tjänsteresor utanför Norden ska först godkännas av din närmaste chef och sedan av avdelningschefen.	Jag intygar att resan är godkänd av både närmaste chef och avdelningschef.

LEADERSHIP EXCHANGE PROGRAMME

Cohort 3 Pre-Exchange Toolkit

LEP Title:

Programme Participants



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1. Background

The Programme

The Leadership Exchange Programme (LEP) fast-tracks change in cities as they replicate, adapt, and scale policies with a proven track record of success. The visits offer real-life research and in-person observation, with city leaders returning home equipped with actionable insights and practical ideas ready for implementation. The programme continues to be supported by Bloomberg Philanthropies. The exchange programme brings together leaders from city governments to share approaches that place culture at the heart of growing the night-time economy to making city centres more walkable.

The Third Round of the LEP

Since 2018, the Leadership Exchange Programme has empowered more than 185 leaders from 22 global cities to drive lasting change. 19 cities have been selected to participate in the 3rd round of the Programme involving cultural leaders from Amsterdam, Barcelona, Boston, Cologne, Dubai, Guangzhou, Jakarta, Kyiv, London, Los Angeles (City and County), Milan, Montreal, New York, San Francisco, São Paulo, Stockholm, Toronto, Vancouver and Warsaw taking part in study visits. The exchanges are outlined below:

1. HOW TO BUILD A RESILIENT NIGHT-TIME ECONOMY

Cities: Amsterdam, Cologne, Dubai, Guangzhou, London, San Francisco, Stockholm and Toronto

This exchange will focus on approaches and collaboration to build a future-proof, inclusive night-time economy that places culture at the heart of a thriving 24-hour city.

2. HOW TO DEVELOP THE SILVER ECONOMY

Cities: Guangzhou and London

Participants in this exchange will deep dive into the role of culture in untapping the potential of the Silver Economy to enhance quality of life for older adults and drive resilient, age-friendly cities.

3. HOW TO RETHINK COMMEMORATION IN URBAN SPACES

Cities: Amsterdam, London, New York, Kyiv and Warsaw

Amidst complex historical legacies of war, colonialism, migration, and social justice, this exchange explores how cities navigate commemoration in public spaces and how to represent conflicting narratives in the urban landscape.

4. HOW TO SUPPORT THE CREATIVE ECONOMY WORKFORCE

Cities: Boston and São Paulo

Connecting Boston and São Paulo around creative workforce development, innovation, and equity, this exchange will explore scalable models for future -proofing their creative economies.

5. HOW TO ~~CREATE~~ PUBLIC ART

Cities: Jakarta and Milan

This exchange will highlight how cultural institutions and communities can collaborate to create public art that reflects local identity and fosters civic pride.

6. HOW TO PEDESTRIANISE THE HIGH STREET

Cities: Barcelona and London

With London's emblematic Oxford Street set to be reimagined vehicle free, this exchange draws on Barcelona's existing experiences including pedestrianising La Rambla to examine how best to transform major streets into walkable, viable and vibrant cultural destinations.

7. HOW TO GROW A SUCCESSFUL FILM CITY

Cities: London, Los Angeles (City and County), New York, Montréal, Toronto and Vancouver

From writers' strikes to emerging technologies, and growing global competition, this exchange will explore strategies to foster collaboration and resilience between major film cities with shared industry challenges.



1.Introduction

1.1 Purpose of The Toolkit

This toolkit is designed to help participating cities prepare for their upcoming participation in the Leadership Exchange Programme.

It provides guidance, templates, and structured prompts to clarify priorities, define learning goals, and ensure exchanges are well-coordinated and aligned with programme outcomes.

1.2 How to Use This Document

Cities should complete all fillable sections in Section 2: Pre -Exchange Form and review the Communications Toolkit and Engagement requirements.

Completed sections should be returned to Maryam.Shariff@worldcitiescultureforum.com prior to the commencement of your Exchange

1.3 Leadership Exchange Programme Objectives

Connections between cities are built around shared challenges

- Deliver seven exchanges that build sustained connections between cities, supported by ongoing internal and external engagement across the 12–18-month programme.

The evidence case for replicating successful cultural policies is strengthened

- Produce findings/ case studies from exchanges that demonstrate the value and replicability of successful cultural policies

The benefits of replicating successful cultural policies are more widely acknowledged

- Deliver outputs (stories, media pieces, reports, toolkits, digital impact report) that increase engagement and awareness of cultural policy replication benefits among leaders and wider audiences

2. PreExchangeForm

2 Before you go context & goals

The Leadership Exchange Programme is being independently evaluated by FRYCreative to capture learning, track impact, and strengthen the evidence base for cultural policy replication. This section introduces them and helps them begin to better understand your goals and context before the exchange begins. FRYCreative will be alongside us, working collaboratively throughout, using light-touch methods that generate insights. Your reflections will feed into exchange case studies, the 2027 Impact Report, and ongoing programme development.

Who's FRYCreative?

FRY Creative (Richard, Fabio, Yasmin) is an independent evaluation consultancy specialising in cultural policy, international exchange, and urban cultural programmes. Between us, we've worked across five continents, evaluated major festivals and leadership programmes, and spent decades inside cultural institutions and guiding city change.

What we're here to do

World Cities Culture Forum has asked us to evaluate the Leadership Exchange Programme with two clear purposes:

1. Capture learning that helps – We want to understand what makes these exchanges valuable and effective, so future cohorts can benefit and the programme can keep improving.
2. Evidence the impact – We're building the case for why international cultural exchange matters: how it influences policy, strengthens leadership, and drives change in cities.

This isn't about judging success or failure. It's about understanding what sparks genuine insight, the moments when peer learning clicks, and how ideas observed in one city take root in another.

How we'll work with you

We've designed our approach to be light-touch and collaborative. You're busy, and evaluation shouldn't add to your workload.

A note on flexibility: The tools and timings we outline below reflect what we believe will work best based on our experience evaluating exchange programmes, but they're not set in stone. As the programme takes shape, we may adapt our approach –and if different formats, timings, or methods work better for you), we're very happy to hear from you and work together to find what fits.

Based on our starting framework, here's what to expect:

Before your exchange:

- This Pre-Exchange Toolkit (you're reading it now)
- A short baseline survey 6 weeks before your exchange (10 -15 minutes) to capture your starting point and what you hope to gain and learn from your involvement. We'll need this back no later than 4 weeks before your exchange begins, so please keep an eye out for it.

During your exchange:

- Optional audio/video reflection diaries –quick voice notes or short clips capturing moments of insight.
- 1-2 brief 'sensemaking circles' –structured group reflections where you can process what you're learning together.
- Light coordination with WCCF to capture photos, quotes, and stories as they happen (see Communication Toolkit).

After your exchange:

- A rapid check-in survey at 3 months post exchange to see what's stuck.
- In-depth interviews at 9-12 months post exchange (about 45-60 minutes each) to explore how you've applied learning back home.
- A final pulse survey at 18-24 months post exchange to track longer-term impact.

All of this feeds into case studies for your exchange, insights for the 2027 Impact Report, and evidence that strengthens the global understanding of how cities learn from each other.

What we need from you at this stage

This Pre-Exchange Toolkit asks you to:

1. Articulate the challenge you're bringing to the exchange –the policy question or urban cultural issue that matters most to your city right now (Section 2.1)
2. Clarify your learning goals – what your city team hopes to take away (Section 2.2)
3. Map your stakeholders – who else cares about this work, both inside and outside your organisation (Section 2.3)
4. Imagine outputs – what you think might emerge from the exchange: reports, pilot recommendations, new partnerships (Section 2.4)



Please note: individual participant learning goals are captured separately in the Baseline Evaluation survey. The questions here focus on city and group-level learning, not personal development objectives.

2.1 Strategic Focus

Define Shared Challenge:

Please describe the core challenge your city and partner cities have identified as the shared focus for this exchange. Draw on evidence, current policy context, and city-level priorities to frame the problem as your organisation understands it, including what makes it urgent or significant at an institutional level. This could be extracted from your exchange application form

Nightlife is an important part of Stockholm's cultural ecosystem and contributes to both social cohesion and economic growth. According to Creative Footprint Stockholm (VibeLab, 2022), nightlife is especially important for young adults, creators and groups looking for alternative meeting places. Stockholm Cultural Administration notes that nightlife faces several challenges, such as high costs of premises, complex permit processes and a lack of medium and small-sized stages, as well as an unequal geographical spread, the majority of the city's live stages and clubs are located in the inner city. There is now an ongoing debate in the media about how complaints about disturbing noise levels from neighbors risk shutting down live stages and nightclubs and thereby creating a duller and less vibrant city.

In Stockholm, the dialogue with nightlife operators has often shown that it is perceived as difficult to find the right contact channels and understand the structures of the City of Stockholm. This can create uncertainty and unnecessary obstacles to business development. There is a need for greater predictability and reduced uncertainty in the dialogue with the city, especially regarding permits and planning permission issues.

Changing behaviors among target groups are also making it increasingly difficult to finance nightclubs and live venues. In particular, declining alcohol consumption among younger audiences has reduced a key revenue stream that many operators have traditionally relied on. At the same time, a new, highly mobile and trend-sensitive generation is harder to attract to established venues. What draws their interest often exists in the “grey zone” — informal, temporary, or less regulated spaces that are typically located outside the traditional nightlife. This shift challenges existing business models and further complicates the sustainability of Stockholm's nightlife ecosystem.

Inputs and Context:

Outline the relevant city-level context informing this challenge; available resources, existing policies or strategies, sector conditions, external pressures, and any previous or current work your city has undertaken in this area. This should give partner cities a clear picture of where your city is starting from.

The Stockholm Cultural Administration works actively to strengthen the city's nightlife within the framework of several initiatives:

- *The strategy for nightclubs and live stages* – aims to simplify and coordinate permit processes, increase the city's understanding of the value of nightlife and improve coordination between the City of Stockholm's relevant administrations and companies, as well as to promote noise solutions that reduce friction between cultural activities and neighbours.
- *The work of the Culture Pilots* – with the mission to support culture and entertainment operators in contacts with property owners and the city's administrations and companies, the city's cultural pilots work to: facilitate new establishments and strengthen existing cultural activities.
- *The Creative Footprint report* proposes pilot projects for innovative nighttime venues and the development of forms of collaboration between the City of Stockholm and the nightlife's many different cultural actors.

2.2 Learning Framework

Learning Goals

What does your city, as an organisation or policy body, hope to learn from this exchange? Identify the key questions your city needs answered at an institutional level, the gaps in knowledge or practice your city hopes to address, and how learnings from this exchange might feed into existing or emerging policy priorities. Goals should be realistic, specific, and linked to your city's strategic context.

- The possibility to reflect on emerging trends and behavioural shifts affecting nightlife, including changing consumption patterns and audience expectations.
- To gain comparative insights into how other cities manage regulatory frameworks, particularly regarding permits and planning processes.
- To exchange best practices for balancing vibrant nightlife with residents' concerns, such as noise and urban coexistence.
- To explore new business models and strategies that support the financial sustainability of clubs and live venues.
- To strengthen networks between public authorities and nightlife operators, improving dialogue, transparency, and predictability.
- To identify approaches for creating more geographically diverse and inclusive nightlife ecosystems beyond city centres.

2.3 Stakeholder Mapping

List the key internal and external stakeholders involved in or affected by this challenge or exchange. Include departments, agencies, cultural organisations, communities, or industry partners.

The primary target groups of the assignment are the city departments as well as the city's nightlife operators.

- For the city departments, the purpose is to create consensus and provide support in decisions, processing and collaboration.
- For nightlife operators – such as clubs, live stages, organisers, festivals and creative entrepreneurs – the aim is to create clarity about the conditions and contribute to new ways of working and methods that better integrate nightlife into the city's long-term development.

External Interests & Partnerships

Are there external partners, institutions, funders, or organisations with a strategic interest in this exchange and its outcomes? Consider who in your city's broader ecosystem, beyond the participating team, might benefit from or contribute to the outputs.

Secondary target groups are property owners and urban developers, political decision-makers, as well as business and destination actors.

- For these, the work aims to increase understanding of the value of nightlife in urban development, contribute with a knowledge base for priorities and development of working methods, and strengthen the nightlife economy and the city's attractiveness.

2.4 Intended Outputs

Please outline the outputs you anticipate producing through the exchange, such as pilot recommendations, case studies, presentations, reports or other materials.

- A set of practical tools and methods to implement new ways of working within the city administration and in dialogue with nightlife operators.
- A compilation of best practices and policy approaches from other major cities, particularly regarding permits, planning processes, and governance structures.
- Increased knowledge of emerging trends and behavioural shifts, including changing consumption patterns and their impact on business models.
- Concrete strategies to support the financial sustainability of nightclubs and live venues in a changing market.
- Recommendations for improving communication channels, transparency, and predictability between the city and nightlife stakeholders.
- Approaches to better balance a vibrant nightlife with residents' concerns, such as noise and urban coexistence.
- Ideas and frameworks for fostering a more geographically diverse and inclusive nightlife ecosystem across the city.
- Strengthened international networks and partnerships for continued knowledge exchange and collaboration.

A note on evaluation philosophy

Good evaluation should feel like thinking out loud with a trusted colleague, not like filling in compliance forms. We're interested in the messy, human aspects of how change happens: the unexpected conversation that shifted your thinking, the policy detail you'd never have considered without seeing it in action, the relationship that formed because you were stuck on a bus together.

We'll be asking you to reflect throughout –not because we need data, but because reflection is how learning sticks. The best exchanges are the ones where participants leave with clarity about what they've seen, why it matters, and how they'll use it.

We're here to help you capture that clarity before the daily grind takes over.

If you have any questions as you complete this toolkit, or at any stage in the evaluation process, please reach out:

Richard Hawley –richard@frycreative.com

We very much look forward to working with you.



3. Engagement

3.1 Communication Toolkit

Alongside this document, a communications toolkit has been developed to provide guidance on how your city can showcase insights and impact from your Leadership Exchange. It also provides details on WCCF and city branding, quality expectations and media consent forms.

3.2 Communication Contact

Nominate a communications/media officer or any comms support involved to support collaboration with WCCF. This person will be included in all communication planning and approvals.

Communications Lead:

Name: Lukas Narvaja

Email: lukas.narvaja@stockholm.se

Role/Department : Cultural pilot (Cultural administration of Stockholm)

Additional Comms Contacts (if any):

3.3 Media & Photography Consent

Please review the Communications Toolkit which includes media and photography guidelines for the exchanges

3.4 Pre-Exchange Coordination Meetings

WCCF will arrange a communications planning meeting with your Communications Lead to align on external messaging, communications outputs and responsibilities.

City Input (availability, preferred times)

[Click or type here to enter your response.]

3.5 Exchange WhatsApp Group

WCCF will create WhatsApp groups for each exchange to share real-time updates, coordination messages, and photography. Please note phone numbers below:

Lukas Narvaja +46 707515611

Viveca Waak +46 700900059

3.6 Participant Biographies

Please provide short biographies (2 -4 sentences) for each participating representative from your city. This information will be used for our website and social media posts on the exchanges.

Lukas Narvaja, Cultural Pilot in the City of Stockholm, under the Culture department.

Lukas works on a daily basis to support nightclubs and live music venues, often with regard to time-consuming and unclear licensing processes, opposition from property owners and neighbours, but also with adapting the clubs' content to meet a new audience. Sharing experiences with other cities is crucial to stay relevant in this field.

Viveca Waak, Strategic Analyst, Culture Department, City of Stockholm

Viveca's work provides in-depth analysis, including trend and external insights. She contributes to a stronger evidence base for organizational development within the Stockholm Culture Department. Her work support policy development and the understanding of the cultural ecosystem in Stockholm including the night time economy.

3.7 Exchange Insight Blogs

Participants are encouraged to contribute short reflections or insights during or after the exchange. Additionally, each exchange is required to write an insight blog sharing key learnings from your exchange which may be shared by WCCF.

4. Next Steps

4.1 Key Dates

Please outline any key dates that may be relevant to your exchange.

Sweden will hold general elections on 13 September 2026, as well as municipal elections in the City of Stockholm.

20 August 2026 – The Cultural Administration will launch a handbook to facilitate nightlife operators in running their activities.

October 2026 – The Cultural Administration will produce a memorandum outlining selected proposals for new ways of working that contribute to a more vibrant nightlife

4.2 Key Documents/Background Readings

Please share any core readings and background documents (e.g. city policies and strategies, articles) that would be valuable reading for your peers participating in this exchange. This will serve as pre-reading before and after the exchange for the participating city(s). (Links can be included)

The City of Stockholm's strategy for nightclubs and live stages 2021 (Dnr. 1.1/321/2020)
Creative Footprint Stockholm (VibeLab, 2022)
City of Stockholm's business policy 2025 (Dnr KS 2025/848)
Programme for events, City of Stockholm 2026 (Dnr 2026/133)
Cultural strategy for the City of Stockholm 2026 (Dnr KUL 2025/528)

4.3 Deadlines

All pre-exchange forms and communications requirements must be submitted to the Leadership Exchange Programme Officer prior to the commencement of your exchange.

Key Contacts

For any questions, please do not hesitate to contact:

Maryam Ja'far Shariff, Programme Officer:
Maryam.Shariff@worldcitiescultureforum.com

Instagram: @worldcitiesculture
LinkedIn: @World Cities Culture Forum

