

EUROPEAN CAPITAL OF CULTURE
AARHUS 2017

\
OUR LEGACY:
A NEW BEGINNING



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—2017—
EUROPEAN CAPITAL
OF CULTURE



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Introduction

Our year as European Capital of Culture will leave a lasting legacy. It will change our city and our region for the better for years to come building on our core values; sustainability, diversity and democracy. Increased international visibility will attract many new and returning visitors, generating growth for our businesses, including the creative industries. But first and foremost, our European Capital of Culture year will leave us with a new sense of awareness. When 2018 arrives, we will have experienced what we can truly achieve when we create something extraordinary together. This joint experience is essential for the legacy we, as European Capital Culture Aarhus 2017, pass on to the region and to the rest of Denmark.

Aarhus 2017 focuses on cultural content and the legacy of our year will be capacity building and cultural, social and economic development as we:

- Release creative potential and aid cultural development
- Address critical social, environmental, ethical and political concerns
- Boost long-term socio-economic development for Aarhus and the region
- Raise the international profile and positioning of Aarhus, the region and Denmark
- Develop new forms of tourism
- Foster cohesion across institutions, sectors, disciplines and geography
- Strengthen the citizens' participation in cultural life



PHOTO: BO AMSTRUP

Executive Summary

European Capital of Culture Aarhus 2017 is a game changer. 2018 is the new beginning. The message from our stakeholders is clear: Aarhus 2017 has been a catalyst and together we have reached a new level that must be maintained and exploited as a starting point for further development by using culture as a driver for development.

The key legacies of Aarhus 2017 have been organised under 4 headlines:

Political/organisational legacy

- Enhanced political cooperation, a broader concept of culture and policy change
- Competency development in staff across the region
- Strengthened international engagement
- Good governance, best practice business planning and responsible financial management
- Systematic documentation and new evaluation methods

Programme legacy

- Competency development in projects and institutions
- Permanent art installations and continuation of projects
- Enhanced cooperation and new partnerships at regional, national and international level
- Testing of new business models
- Positive social impact through citizens' engagement
- Strategic approaches to major events
- Legacy of memory

Communications legacy

- Strengthened international visibility and profile for Aarhus and the region
- Broad social engagement in cultural events, including the volunteer programme
- New audiences for cultural events
- Cultural tourism strategy and tourism tools
- New communications networks and partnerships

Development legacy

- New fundraising models
- Enhanced cooperation between culture and business
- Positive attitude towards sponsoring large cultural events in the future
- International funding for cultural projects
- Continuing funding for projects



Aarhus 2017 mindset Let's Rethink

The European Capital of Culture initiative is a catalyst for arts and culture in the broadest sense to achieve long-term benefits, as exemplified in Glasgow 1990, Lille 2004, Liverpool 2008 and Marseille 2013. European Capital of Culture Aarhus 2017 provides a unique opportunity for Aarhus and the region and marks a time when Aarhus takes on the role of a truly European city, able to attract more trade, talent and tourists. Aarhus 2017 will give the citizens a sense of pride and belonging, when Aarhus and the region take their place on the European map, raising their visibility and profile.

Aarhus 2017 was built from an extensive democratic process of citizen engagement that showed a need for finding new solutions to shared challenges by 'rethinking'. Together with our stakeholders we created a programme that is smart, inviting, vibrant and experimental and challenges us to go beyond our comfort zone. By using art and culture to invite people to rethink, we offer transformative cultural experiences in 2017.

'Culture highlights the similarities and differences, culture can unite and provoke us and as such culture is a catalyst for change and development. Aarhus 2017 has been created by cooperation and engagement and there is so much to build on in the years to come'
Mette Bock, Minister for Culture

Legacy planning and sustainability has been embedded from the outset in the 6 strategic goals of our application, our strategic business planning and KPI's. This document was developed through an inclusive, bottom-up process of consultations with more than 100 key stakeholders across portfolios and at all levels. We have analysed the success of other European Capitals of Culture to create the conditions for long-term impact of Aarhus 2017 (see Annex I). By performing timely and thorough legacy planning we can carry the valuable learning from Aarhus 2017 beyond 2018, where our dynamic and reflective legacy will be carried on by the public authorities, project owners, partners and citizens involved and hopefully be an inspiration for future European Capitals of Culture and other large cultural events.

During the consultation process we have received a clear message from our stakeholders: We have reached a new level and we need to maintain the momentum and use Aarhus 2017 as a starting point for further development. We must continue to use culture as a driver for development and set new and ambitious goals to be achieved together. Aarhus 2017 has been a catalyst and a new beginning – the real work begins in 2018!



PHOTO: LUCAS ADLER

Political and organisational legacy

Key legacies

- Enhanced political cooperation, a broader concept of culture and policy change
- Competency development in staff across the region
- Strengthened international engagement
- Good governance, best practice business planning and responsible financial management
- Systematic documentation and new evaluation methods

Enhanced political cooperation, a broader concept of culture and policy change

Aarhus 2017 has enhanced political cooperation by facilitating and fostering collaboration at local, regional, national and international level, pushing culture from the periphery to the centre of political discussion about societal development and stimulating ongoing cultural investment. Aarhus 2017 has engaged in partnerships with and across the tourism, education, business, political and media sectors at regional, national and international level. We have worked strategically with stakeholder networks to create a new collaborative thinking, enhancing cooperation across institutions, sectors, disciplines and geographies, which will influence long-term cultural policy development.

One of the most important political and organisational legacies of Aarhus 2017 is the cooperation between the municipalities of the Central Denmark Region. The municipalities and the region have been involved in the project at both political and administrative level from 2008. This long-lasting and positive alliance around culture has already strengthened the ties among the municipalities beyond the existing cultural agreements and beyond the cultural sector. Cooperation has spilled over to other political areas such as city planning, tourism and business. Positive collaboration between municipalities of different political and demographic compositions has created mutual knowledge and value for the citizens.

'Municipal involvement across Central Denmark Region is necessary in order to realise the long-term effects of Aarhus 2017 and we need to maintain the level of ambition and invest in further development'
Bent Hansen, Chair of the Regional Council, Central Denmark Region

Within the respective municipal administrations, cooperation has also been enhanced across areas and departments, for example via the 'city readiness' work of preparing the cities for major events.

Aarhus 2017 has broadened the concept of culture by using culture as a driver for learning and a catalyst to improve quality of life, citizens' engagement, trade, tourism, settlement and growth. By promoting cross institutional, cross sector and cross profession cooperation, Aarhus 2017 has used culture as a bridge builder and motivated new partnerships and networks. This has created a new mindset and language around culture. Citizens too have gained new experiences and are enabled to engage in telling the story of how culture can create the framework for the 'good life'.

'Aarhus 2017 will attract positive attention to the entire region, when we invite Denmark and the world to spectacular experiences across the region. I am absolutely certain that 2017 will provide sustainable development and attract new citizens and employees'
Jacob Bundsgaard, Mayor of Aarhus, Chair of the Aarhus 2017 Board

By changing the way we look at art and culture, Aarhus 2017 provides input for existing and future policies with new knowledge, paving the way for policy change. Aarhus 2017 has put culture on the political agenda as a driver for growth and well-being. We have worked together with culture institutions, businesses and educational establishments to create new business models and mindsets. Aarhus 2017 is the centre point of the new culture policy for Aarhus.

'It has been very important for us to embed Aarhus 2017 in our new cultural policy for Aarhus. We want to secure that we build on what has been obtained during the development and implementation of the European Capital of Culture project and secure long-lasting legacy to the benefit of citizens'
Rabih Azad-Ahmad, Cultural Mayor of Aarhus and Aarhus 2017 Board Member

Similarly, we play a key role in regional development strategies. At European level, culture is gaining a prominent place at the core of the EU's foreign policy as a means to create jobs, social cohesion and security.

'Culture has to be part and parcel of our foreign policy. Culture is a powerful tool to build bridges between people, notably the young, and reinforce mutual understanding. It can also be an engine for economic and social development. As we face common challenges, culture can help all of us, in Europe, Africa, Middle East, Asia, stand together to fight radicalisation and build an alliance of civilisations against those trying to divide us. This is why cultural diplomacy must be at the core of our relationship with today's world'
Federica Mogherini, High Representative of the European Union for Foreign Affairs and Security Policy

Competency development in staff across the region

Aarhus 2017 is very much about learning and competency development, through new approaches and engaging with new partners and networks. This has developed competencies and relationships that will be invaluable in the years ahead.

The 'Network Model' of seconded employees from the participating public authorities anchors the project with strategic partners, builds competencies in their staff and secures knowledge transfer and thereby sustainability beyond 2017.

'The Network Model is not uncomplicated to manage, but there are so many positive experiences of seconded employees using their skills and developing new competencies benefitting the Aarhus 2017 Foundation, themselves and the public authority they are seconded from'
Ib Christensen, Head of Aarhus Municipality, Cultural Department

Over the period 2013-2018, the Aarhus 2017 Foundation will employ a total of 150 full-time employees (FTE) - an average of 25 FTE per year - half of whom will be seconded from Aarhus Municipality (50 FTE), Central Denmark Region (18 FTE) and the remaining municipalities (7 FTE).

'I have always enjoyed taking on new challenges and when the possibility for joining the Aarhus 2017 Foundation via the 'Network Model' came up, I immediately responded. Working with the European Capital of Culture Aarhus 2017, is a unique opportunity to be part of a once-in-a-lifetime-event and I see my secondment as an education, where I gain competencies on developing and implementing large cultural events, which I will bring back to Aarhus Municipality'
Helle Erenbjerg, seconded from Aarhus Municipality to the Aarhus 2017 Foundation

This is an important legacy of Aarhus 2017, as the competencies gained by implementing a large cultural project are retained and put into use when the seconded staff return to their substantive positions.

Another legacy of Aarhus 2017 is the involvement of approximately 40 interns, who have gained experience and networks from working in the Aarhus 2017 secretariat.

'My internship at Aarhus 2017 is giving me the opportunity to enhance my skills and gain new competencies from a large scale project. The internship has provided me with a broader perspective on EU cultural policy and its direct and indirect effects - I am part of a strong team which gives me pride and confidence'
Elisa Boutteaud, Autumn 2016 intern of French nationality

The Aarhus 2017 Internship Programme invites students from Denmark and across Europe to gain practical experience. By engaging young people in the implementation of the European Capital of Culture project, they build competencies and experience, and become ambassadors in promoting the European Capital of Culture concept as well as the city and region itself as a place to live and work.

Concerning the non-seconded Aarhus 2017 staff, crucial competencies have been attracted to and further developed within the Aarhus 2017 organisation in fundraising, communication, project implementation, business planning and documentation, professionalising implementation of large cultural projects. In a political context where less public money may be invested in culture, fundraising skills will become even more important and be a crucial asset to the cultural sector in the region.

'International skills have been attracted and developed across the region through the many international connections established during the European Capital of Culture project and represent an important legacy of Aarhus 2017'
Anders Byriel, CEO, Kvadrat and Aarhus 2017 Board Member

Strengthened international engagement

Strengthened international engagement filters through all activities, and experience has shown that the European Capital of Culture project is an excellent opportunity for regenerating and raising the international profile of cities. Aarhus 2017 provides an opportunity to firmly place Aarhus, the Central Denmark Region and Denmark itself on the European map and to learn from other cities, regions and countries.

Aarhus 2017 has and will continue to engage in a range of international activities to exchange ideas and learn from other cultures. This infuses new thoughts and new perspectives and is a key legacy of our year.



Aarhus 2017 has developed the international networks of the region substantially. Another legacy impact in this regard is the network of previous, current and upcoming European Capitals of Culture, who are cooperating on a Creative Europe call for proposals to strengthen the communication and knowledge sharing for the benefit of future large cultural projects. The network will develop a 'Living Library' of information as well as a Capacity Building Tool Kit drawing on the vast experience of the members and made available to all interested parties.



'The European Capital of Culture concept is an excellent opportunity for regenerating cities and raising the international profile as well as to develop cultural life and boost tourism'

Tibor Navracsics, Commissioner for Education, Culture, Youth and Sport, European Commission

Aarhus 2017 is cooperating with a large number of foreign Embassies in Denmark, who are involved in the cultural programme and the communication thereof.

'Aarhus 2017 provides us with a unique opportunity to engage in Denmark and beyond the capital area. Our involvement in the cultural programme has broadened our network as new connections have been established and we look forward to developing these relations in the years to come'

Henk Swarttouw, Ambassador of the Netherlands to Denmark

Aarhus 2017 is also working closely with a number of Danish Embassies abroad in the international promotion of the European Capital of Culture project, thereby strengthening diplomatic ties to the region.

'Aarhus 2017 is and has been extremely useful in strengthening the diplomatic bonds between Denmark and Japan as the celebration of Japan-Denmark diplomatic ties coincides. Culture has always been a vital part of the cooperation between Japan and Denmark. Aarhus 2017 lends strong credibility to diplomatic ties and adds substantial legacy to Denmark's foreign policy'

Freddy Svane, Ambassador of the Kingdom of Denmark to Japan

Good governance, best practice business planning and responsible financial management

A number of large cultural projects in the past have experienced challenges in planning capability and financial management, which have left the public with the impression that large cultural projects are likely to result in organisational non-transparency and financial deficits. Aarhus 2017 has practised good governance in the conducting of its public affairs, displaying transparency and managing public resources carefully as well as servicing the Aarhus 2017 Board effectively.

A legacy of Aarhus 2017 is the excellent business planning of the Aarhus 2017 Strategic Business Plan (http://www.aarhus2017.dk/media/3289/aarhus_2017_strategic_business_plan_uk.pdf) and the strategic approach to various business areas such as international engagement, risk analysis, stakeholder and event management, which has secured efficient coordination and communication with relevant stakeholders. 11 KPI's have ensured focus on creating impact in terms of culture, image/identity, economy, social, organisational/political and governance/funding and the implementation of the goals has been supported by detailed Action Plans informing the Board of Governors of the progress of the project.

'The panel is very pleased to see the progress of Aarhus in the preparation of the ECOC year ... The Strategic Business Plan is a very good document and should be considered as a good practice'
EU Monitoring and Advisory Panel, Brussels April 2016

Aarhus 2017 furthermore leaves a legacy of responsible financial management, which can be used as a benchmark and inspiration for other large cultural projects. Clear and responsible procedures and models for financial management have been developed to inform key stakeholders at an appropriate level, securing realistic budgets, audits with no remarks and sensible cash flow throughout the project.

'We expect the legacy of the European Capital of Culture Aarhus 2017 to be the narrative of a large cultural event that comes in on time and on budget and that the knowledge can be shared with future projects'
Ole Winther, Head of Department, Danish Agency for Culture

Systematic documentation and new evaluation methods

In order to be able to learn from the implementation of the European Capital of Culture project and to share the knowledge with stakeholders, Aarhus 2017 is systematically gathering information and cooperating with analysts and researchers to document the impact of the European Capital of Culture, building on best practice examples from former European Capitals of Culture.

Aarhus 2017 is monitoring activities across portfolios and gathering data to measure outcomes against the set targets - the KPI's of the Strategic Business Plan and the PI's set for its operations. As well as a replicable method, the data itself represents a legacy of knowledge that can be used for documentation and research purposes as it will be made accessible to the broadest possible audience.

'Documenting the impact and value of investing in culture is a 'survival kit for the future'
Erlend Høyersten, CEO, ARoS

Using culture as a driver for growth and development will generate return on investment for all stakeholders. In a broader sense, and together with analytical experts, we are working to document this return and to make it comparable to other large cultural projects in Denmark and internationally. The media value of Aarhus 2017 will also be documented to benefit future considerations on engaging in large cultural projects.

'The financial impact of culture should be documented to demonstrate the value of culture'

Ole Winther, Head of Department, Danish Agency for Culture

rethinkIMPACTS is the partnership between Aarhus University, Aarhus 2017, Aarhus Municipality and the Central Denmark Region on the evaluation of Aarhus 2017. It is a formative evaluation, building on existing research from European Capitals of Culture and culture-led development and includes cultural, image and identity, social, economic and organisational and political impacts. Its further ambition is to develop new indicators and methods for the evaluation of large cultural projects to bridge gaps in existing research as part of the organisational legacy of Aarhus 2017. Another legacy of the rethinkIMPACTS partnership is enhanced cooperation between researchers and practitioners. Finally, the engagement of up to 500 students in the 'Aarhus 2017 Academy' through courses and papers leaves a legacy of knowledge about management of large cultural projects.

'In order to understand, encourage and extend meaningful event legacies it is essential to interrogate processes as well as outcomes and to do so from a holistic point of view. Aarhus 2017 is making the most of previous ECoC evaluation learnings by developing a multi-dimensional programme of research that can account for the many, interrelated forms of major event impact as they cut across the economic, social, cultural, political and environmental spheres'

Beatriz Garcia, Head of Research, University of Liverpool



PHOTO: JOEL CHESTER FILDES

Programme legacy

Key legacies

- Competency development in projects and institutions
- Permanent art installations and continuation of projects
- Enhanced cooperation and new partnerships at regional, national and international level
- Testing of new business models
- Positive social impact through citizen's engagement
- Strategic approach to major events
- Legacy of memory

Competency development in projects and institutions

'Soft City' is the knowledge and skills programme for Aarhus 2017 where we engage artists, cultural and educational institutions, local authorities and communities in projects that develop knowledge, networks and know-how in the cultural and creative sectors to create high-quality showcases in 2017 and gain long-term impact after 2017. 40% of the projects in the Aarhus 2017 programme are aimed directly at developing the skills and competencies of the cultural institutions, cultural entrepreneurs and artists in the region.

The cultural programme of Aarhus 2017 has a strong focus on learning and skills development and exchange and network creation to build our future cultural economy. The decentralised programme model, with 80% of projects being managed externally and owned by our partners, ensures embedding in local infrastructure and communities and that our achievements in raising cultural ambition will live well beyond 2017. By undertaking different and larger projects and performances in cooperation with partners from other sectors and countries, the project owners are given the opportunity to test new ways of delivering and new ways of engaging audiences, while building new skills and relations for the future.

'Aarhus 2017 is a catalyst for development and capacity building and the 'Let's Rethink' mindset has been a positive kick in the butt'

Trine Holm Thomsen, CEO, Aarhus Theatre

Aarhus 2017 has put special focus on small scale projects developed by young people and has supported 50 projects developed and delivered by future arts leaders under 35 years with previous limited experience of cultural projects. Furthermore, Aarhus 2017 has created the OFF TRACK programme to support the 'growth layer' and cooperates with 8 operators to create networks among up and coming talents in the Central Denmark Region through micro pools of smaller grants. The operators advise and share knowledge and this, combined with minor grants with less red tape, has proven very fruitful in realising smaller projects with a large potential for educating the project makers of the future.

'Concerning the growth layer, it is really important that Aarhus 2017 is contributing to the crosscutting grass roots engagement that is often neglected and the OFF TRACK programme is important to engage young or new people in culture'

Rikke Øxner, CEO, Aarhus Festival

The Central Denmark Region project 'Gateway to Europe' realised in cooperation with Aarhus 2017, has supported competency building and the international dimension of cultural projects by providing advice on European partnerships and fundraising opportunities. The initiative has identified projects in the Aarhus 2017 programme relevant for seeking EU funding and offered advice regarding partners and processes, resulting in 10 successful applications and competency building for future EU fundraising.

'I have been working with fundraising for many years, but with the EU application I had to start all over. It is important to understand how you communicate across cultures. Here, 'Gateway to Europe' was a great help'

Sara Jørgensen, Herning Bibliotekerne

'Aarhus 2017 was the opportunity that made it possible for us to set up 'Gateway to Europe' together with Central Denmark Region. Now, more than two years later, we see that the initiative has created an enormous awareness about Europe and an international mindset among culture stakeholders in Central Denmark Region. This is essential to move forward, also when Aarhus 2017 is no longer'

Lars Holte Nielsen, CEO, Central Denmark EU Office in Brussels

Permanent art installations and continuation of projects

Aarhus 2017 has infused and raised the quality of the rich cultural life of Aarhus and the region by providing a financial injection and an overall narrative that connects and combines cultural activities, together with offering new partnerships. Project owners have used the timing and the mindset provided to develop new projects, performances and installations of a high quality in cooperation with each other.

'Aarhus is riding on a 'cultural wave' enabled by Aarhus 2017, thus leading to higher audience numbers and exploration of new concepts'

Kristian Rahbek Knudsen, CEO, Aarhus Symphony Orchestra

The model where 80% of the Aarhus 2017 programme is developed in partnership with cultural institutions and project owners ensures a content legacy beyond 2017, where relevant projects can be continued within existing structures.

A number of permanent installations, for example Nathan Coley's light signs across the region and *My Playground*, the playground travelling across 4 municipalities in the region, will remain in the years after 2017 and continue to inspire citizens and visitors to engage and rethink. Content legacy will also be created through continuing projects, for instance the new city exhibition of Den Gamle By, the Triennial of ARoS, the Architecture Biennial of Aarhus Festival, the *Aarhus Walks on Water* fashion show and the International Children's Literature Festival, *Aarhus 39*, developed in cooperation with Hay Festival.

Enhanced cooperation and new partnerships at regional, national and international level

'Aarhus 2017 is a window of opportunity for creating something new that lasts beyond 2017'

Erlend Høyesteren, CEO, ARoS

To deliver a programme that highlights Europe's cultural diversity and common history, Aarhus 2017 has engaged in European networks, connected to other European Capitals and Cities of Culture, established international residency programmes and created European co-productions and co-commissions. Aarhus 2017 provides an opportunity for the cultural institutions through the national and international focus on the art scene of the region to develop new relations and cultural exchanges that reaches into the future, including with Paris Opera Ballet, Hay Festival and Manchester International Festival.

'Aarhus 2017 has made it easier to come from Aarhus and propose cooperation at an international level'

Mads Kähler Holst, Executive Director, Moesgaard Museum

70% of the projects of the Aarhus 2017 programme include European partners or cultural exchange within Europe.

85% of the projects are cross-institutional, cross-sector or interdisciplinary. Aarhus 2017 has motivated and enhanced cooperation at all levels and across disciplines and art forms. New partnerships between cultural institutions are also a key legacy of Aarhus 2017.

'Aarhus 2017 has made Aarhus Theatre open its eyes to the other institutions – Aarhus 2017 is a gift with regard to cooperation also beyond 2017, which is already being discussed'

Trine Holm Thomsen, CEO, Aarhus Theatre

The project owners see a value in Aarhus 2017 providing a common framework and have expressed a keen desire to continue the cooperation concerning both content and audience development.

'A non-bureaucratic platform to continue the cooperation between the cultural institutions is needed'

Thomas Bloch Ravn, CEO, Den Gamle By

Furthermore, new partnerships such as the Royal Danish Theatre performing 'Røde Orm', an outdoor performance in collaboration with Moesgaard Museum and the largest performance ever outside the capital, provides an opportunity for connecting Denmark culturally into the future.

'Røde Orm is one of the largest theatre performances in Europe in 2017. For the Royal Theatre, it is an excellent opportunity to show that we belong to all of Denmark'

Morten Hesseldahl, Director General, Royal Danish Theatre

Testing of new business models

The Aarhus 2017 'Let's Rethink' mindset of addressing challenges head on to explore new solutions, together with the financial infusion from Aarhus 2017, has allowed the testing of new business models among projects and institutions which are part of the programme. Aarhus 2017 has been a catalyst and inspiration for new endeavours.

The creative industries of the region have looked at ways to generate, innovate and evolve new business ideas and methodologies as part of Aarhus 2017. Working with *More Creative*, Aarhus 2017 has stimulated the environment for digital communicators, urban innovators, fashion designers and product creators so that we can live smarter and better in the future. Aarhus 2017 uses culture as a driver for development, growth and employment and business development of the creative industries is a direct outcome of Aarhus 2017 and a legacy in strengthening a sector with a vast potential. By creating an overarching operator to the creative businesses, cooperation is encouraged, 'silos' are merged and new inspirations and competencies are developed across the business clusters. Definitions and documentation are essential to the further development of the creative industries and national promotion of the international ideas on 'creative economy' is also a legacy of Aarhus 2017.

'The creative industries are a stronghold in the Region of Central Denmark. Industries such as fashion, architecture, design as well as film, games and animation put the region and the city of Aarhus on the map. Aarhus 2017 provided the trigger to further develop and grow these industries and to enable strong cooperation both between the creative industries as well as between the industries and other public and private sectors. The fact that Aarhus 2017 included a business perspective bridging culture and innovation with commerce and business development made this possible'

Anna Porse Nielsen, on behalf of More Creative

Positive social impact through citizen's engagement

Culture engages citizens in any number of ways; by listening to music, through sports, watching a film, singing a song. Investing in culture is necessary as it is investing in the welfare and quality of life of citizens. Culture brings us together, makes us communicate and share experiences – culture makes us happy and healthy.

A legacy of Aarhus 2017 is the involvement of the public in the discussion of 'the good life' and how culture can contribute to meet societal challenges. For example, when we speak about sustainability, we mean both for the environment and society and we build on our inclusive process and citizens' involvement in rethinking the challenges we face. There will be a transformation in 2017 in terms of understanding the influence culture has on quality of life. For example, in Denmark architecture is more than just a building; it contributes to liveability by providing means of shelter, working and thinking. Culture can break habits and overcome obstacles to engagement and this is seen for instance in the international festival *EUTOPIA 2017* in Gellerup which will showcase European culture's diversity as a driver for positive development. Also Aarhus Municipality's new strategy to make Aarhus the first Danish Dementia friendly city, building on strong international connections around dementia with Liverpool and Edinburgh, links to Aarhus 2017's agenda of connecting culture and health.

'Our motivation to support Aarhus 2017 is to strengthen our image of stretching natural resources, enhancing life quality and creating sustainable economic growth'

Jesper Dugaard, Senior Vice President, Kamstrup

Strategic approach to major events

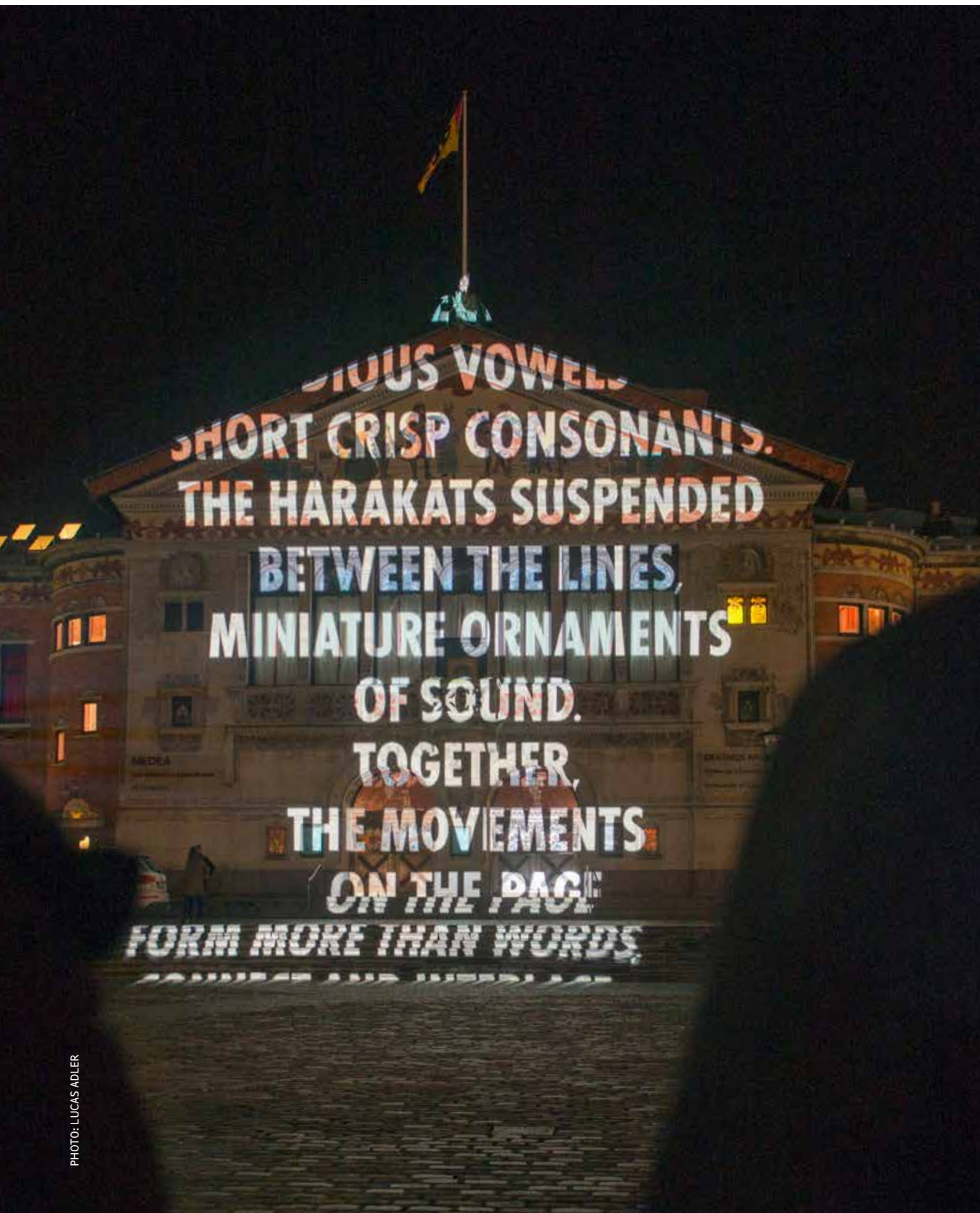
Aarhus and the region are experiencing a diverse multitude of cultural events with Aarhus 2017 providing a unifying framework and a narrative as well as collective marketing, media and tourism efforts. Implementing a year-long, ambitious and broad cultural programme creates a legacy in terms of planning capacity and enhanced coordination among authorities such as the city, police and fire authorities, which can be used in relation to future events. Also a number of projects specifically aim at enhancing coordination and building competencies for more strategic future approaches, for instance the Horsens Municipality *Ticket to the Future* project uniting 16 existing festivals under the same umbrella.

The legacy of memory

The Aarhus 2017 cultural programme is an invitation to everybody to join and experience something extraordinary, something new and something unexpected. There are activities for everybody in the programme, which spans from traditional to high culture, from epic to intimate, from local to global, from food to sports to politics. More than half of the 450 events in 2017 are free entry and our ambition is that 20% of the citizens of the region participate in the programme, including an average of 60,000 audiences at the 4 MEGA events and 15,000 audiences at the 12 Full Moon events. This will leave a legacy of hundreds of thousands of citizens and visitors with memories that will last far beyond 2018.

'Legacy in terms of political and economic impact is important, but let's also remember the place of celebration and joy - which can have a quantifiable legacy, albeit slightly more difficult to measure. If you look at the Olympic Games in London in 2012, you can see clearly the powerful and tangible legacy of collective memory and pride. Memory and pride are incredibly powerful things, they make people and the cities in which they live confident and confident people and cities can achieve anything they like'

Martin Green, Chief Executive at Hull UK City of Culture 2017 and former Head of Ceremonies, London 2012



STUOUS VOWELS
SHORT CRISP CONSONANTS.
THE HAKAKATS SUSPENDED
BETWEEN THE LINES,
MINIATURE ORNAMENTS
OF SOUND.
TOGETHER,
THE MOVEMENTS
ON THE PAGE
FORM MORE THAN WORDS.

Communication legacy

Key legacies

- Strengthened international visibility and profile for Aarhus and the region
- Broad social engagement in cultural events, including the volunteer programme
- New audiences for cultural events
- Cultural tourism strategy and tourism tools
- New communications networks and partnerships

'Aarhus 2017 is an amazing opportunity for international branding of the region'

Mie Krog, CEO, Vimavima and Member of the Aarhus 2017 Development Board

Strengthened international visibility and profile for Aarhus and the region

Effective communication is an essential component of Aarhus 2017. We utilise all relevant communication channels to raise the profile and positioning of Aarhus and the Central Denmark Region nationally and internationally. Through intensive marketing and media work, Aarhus 2017 has branded the city and region in prominent international media, such as Lonely Planet and New York Times ranking Aarhus a top destination in Europe (see Annex II). The number of international travel and leisure journalists visiting Aarhus has increased significantly, providing a platform for promotion of the cultural institutions abroad.

'Aarhus 2017 creates international awareness about Aarhus, the region and the country. The media attention and increased number of visitors present a huge potential for the cultural institutions'

Jan Christensen, CEO, Musikhuset Aarhus

Aarhus 2017 has further strengthened the image of Aarhus and the region, which creates pride among the citizens and attracts visitors in 2017, and in the years to come.

Broad social engagement in cultural events, including the volunteer programme

The Aarhus 2017 volunteer programme involves citizens and creates ownership of Aarhus 2017. We have created one of the most ambitious volunteer programmes Denmark has ever seen by developing new networks among volunteers across existing organisations, making it one of the key legacies of Aarhus 2017. The volunteer programme has been developed drawing on the extensive experience and expertise of partners in Denmark and abroad. By the end of 2017, we will have involved a core of 500 highly trained volunteers and a further 3,000 active volunteers, with diverse demography in terms of geography, age, background and experience. Volunteers are trained to be ambassadors for Aarhus 2017, welcoming tourists, acting as guides, supporting cultural events and much more, which will benefit the European Volunteering Capital Aarhus 2018 and other future events.

'Aarhus 2017 will be the most exciting experience in my life. Thank you to all the wonderful and unselfish people who is making it memorable! I'll never forget European Capital of Culture Aarhus 2017'

Hanne Calberg, Aarhus 2017 volunteer

'It is of utmost importance to continue the volunteer programme after 2017 and build on the unity it has created among citizens and across organisations and cities'

Peer H. Kristensen, CEO, Visit Aarhus

New audiences for cultural events

Aarhus 2017 has provided a unique opportunity for audience development. By rethinking their productions and engaging with new partners, the cultural institutions have created performances and exhibitions that appeal to and attract new audiences in terms of age, geography and profession. The fact that more than half of the events in the Aarhus 2017 programme are free to attend will allow cultural consumers to try out new experiences without additional costs and the culturally inexperienced to test and challenge their taste with the aim of becoming future ticket buyers. A large part of the Aarhus 2017 programme is aimed at children and young people, one example is the first ever 'Children's Opening' events across the region, and these will lay the groundwork for a new generation of cultural consumers. It is the ambition of Aarhus 2017 that:

- 75% of the region's citizens are aware of the European Capital of Culture year
- 60% of the citizens see it as a successful event

'It is not a zero sum game, on the contrary we attract audiences to each other as already shown by the numbers. The media work of Aarhus 2017 has been a lift to all of us and the biggest impact of Aarhus 2017 will be the image change due to the increased visibility in Denmark as well as abroad'

Thomas Bloch Ravn, CEO, Den Gamle By

Cultural tourism strategy and tourism tools

Aarhus 2017 will leave a legacy in an increased number of tourists visiting the region due to the international awareness and visibility created through the European Capital of Culture project and due to the extraordinary cultural programme that will attract national and international visitors. In a strong partnership with VisitDenmark, VisitAarhus and other regional, national and international partners, Aarhus 2017 has promoted the programme and the region from the outset and with the ambition of increasing the number of overnight stays in Aarhus by 33%, in the region by 12% and the number of international visitors by 45% in 2017 compared to 2013.

'Aarhus 2017 has lifted the level of knowledge, the cultural level, the infrastructure, the international engagement and tourism. We must continue to benefit from investment in Aarhus 2017 and maintain the new level in the years ahead as other ECoC's focused on long-term impact have successfully managed to do'

Peer H. Kristensen, CEO, Visit Aarhus

Through marketing campaigns, communications networks, tourism events and projects, Aarhus 2017 has created a new approach to culture tourism in close cooperation with partners, which can be used as best practice in relation to large cultural events in the future.

'Marketing is necessary to successfully continue to increase tourism – with Aarhus 2017, new things, such as the extraordinary number of cruise ships and conferences, have been made possible'

Peer H. Kristensen, CEO, Visit Aarhus

A number of new tourism tools have been developed in relation to Aarhus 2017 thus already creating a legacy. A new 'Aarhus 2017 card' has seen the light of day providing tourists with access to museums and attractions across the region. At the same time a new booking platform 'BookAarhus2017' makes it easier to book performances and accommodation in and around Aarhus in 2017 and beyond.

New communications networks and partnerships

Aarhus 2017 has cooperated closely with the municipalities of the region on the communication of the European Capital of Culture programme and the many projects and events taking place in the region. This leaves a legacy in terms of awareness and knowledge infrastructure beneficial for future cooperation.

We have also engaged in new and exciting partnerships with educational institutions, for instance with VEU, which has trained the service sector personnel of hotels, transport and stores, with courses on hospitality in relation to Aarhus 2017. Furthermore, the region can benefit from Aarhus 2017 strengthening guest services by partnering with Aarhus and Horsens Taxa and carrying out hospitality trainings for taxi personnel – often the first to welcome visitors. New partnerships with national tourism organisations and national media will also leave a legacy of cross-country cooperation.

'Aarhus has become an amazing city, the initial knowledge of visitors is crucial for repeat visits and the permanent art installations created as a result of Aarhus 2017 can be used in international marketing, but new things must be developed to attract tourists. When we cooperate and tell the story together, we stand stronger, but it is necessary to have someone in charge of bundling the events and driving the tourism efforts'

Jan Olsen, CEO, Visit Denmark



PHOTO: ANDERS TRÆRUP

Development legacy

Key legacies

- New fundraising models
- Enhanced cooperation between culture and business
- Positive attitude towards sponsoring large cultural events in the future
- International funding for cultural projects
- Continuing funding for projects

New fundraising models

When the initial fundraising target of 80 million DKK invested in Aarhus 2017 from Foundations and businesses was obtained, a new ambitious target of first 89 and then 96 million DKK was set and will be raised thanks to the cooperative and generous sponsors and partners engaging in the European Capital of Culture project. Furthermore, it is the target to raise another 30 million DKK worth of in-kind services. Aarhus 2017 has developed a flexible partner model making it possible for a broad range of businesses to engage in the project and the programme. 3 levels of engagement - Executive Partner, Business Plus Partner and Business Club - are tailored to the needs and interests of businesses through a range of scalable benefits, including co-creation of the programme, cross sector networking, visibility in relation to marketing as well as events and hospitality. This has resulted in a legacy of successful fundraising.

'The motivation for us to engage in Aarhus 2017 are two very interesting and qualified projects that energize playing and dancing and invite everybody to participate - thereby strengthening the general agenda of health promotion.

Niels Olsen, Project Manager Culture, Nordea Fonden

'With our in-kind contribution of legal support, we strengthen the European Capital of Culture project and gain insight in a new set of challenges that develop our legal competencies'

Jacob Fenger, Partner, Holst Advokaterne

Enhanced cooperation between culture and business

Aarhus 2017 has facilitated cooperation between culture and businesses and developed new public/private partnerships. As well as financial support, business involvement in cultural activities provides new inspiration and a long-term perspective. A key legacy of Aarhus 2017 is the cooperation between the cultural institutions and the businesses with relations strengthened by cooperation in various Aarhus 2017 initiatives and forums, including through the Development Board. Due to initiatives such as the 'Resource Bank', cultural needs can be matched with business interests and by bringing new partners together, competencies are developed among all participants.

'The European Capital of Culture framework and the 'Let's Rethink' mindset has created crosscutting cooperation, which provides the potential for strengthening of the competencies in both the private and public sector'
Kristian Krämer, Head of Secretariat, Interactive Denmark

Positive attitude towards sponsoring large cultural events in the future

The international visibility generated by Aarhus 2017 is a driver for growth creation as it attracts tourists, talent and trade for the Danish business sector. Furthermore, a cultural offer is crucial to businesses in attracting new employees. This is shown in the Epinion survey from March 2016, in which the rich cultural life of Aarhus is cited as the main reason for 80% of citizens, viewing Aarhus as a good city to live in. The quality of life, including cultural life, is a determining factor in attracting people to live, study, work and visit the region and thus, businesses have a great interest in supporting cultural activities. Through international marketing and extensive international media coverage, Aarhus 2017 has demonstrated how investment in culture can enhance visibility and generate visitors, customers and employees, which leaves a legacy in terms of a positive attitude towards private investment in future similar events.

'Businesses engage in culture and with Aarhus 2017 as the cultural 'umbrella' we create something new and exciting that will brand the city and make it attractive to work, live and visit Aarhus and the region'
Terje Vammen, Director & Partner, Epinion

Aarhus being European Capital of Culture has contributed to attracting a number of international investments, including Standard Life Investment, which purchased Europe House for development, and Nordic Choice Hotels developing a new luxury hotel in Aarhus. Both cited European Capital of Culture Aarhus 2017 as determining factor.

International funding for cultural projects

Aarhus 2017 will leave a legacy of attracting international funding for cultural programmes. Apart from the EU funding provided from the Melina Mercouri prize and various other EU programmes, the British Council has re-engaged in Scandinavia by investing £100,000 in 2 high profile projects, *Anohni - artist in residence* and *We Made Ourselves Over* with theatrical group Blast Theory. Swiss Foundation Pro Helvetia has provided CHF 50.000 for Swiss composer Andrés Boshard's *SonicArk* sound project. A number of Embassies have engaged in the Aarhus 2017 programme and a number of projects are supported by the EU Japan Fest Japan Committee.

Continuing funding for projects

Aarhus 2017 has facilitated new partnerships across sectors and engaged businesses in creating projects that change our ways of acting and thinking for the benefit of everyone who works or lives in Aarhus and the Central Denmark Region. By involving businesses in the co-creation of a high quality cultural programme, they have gained networks, branding opportunities and benefits for employees and customers. Aarhus 2017 leaves a legacy of continued business engagement in cultural projects. For instance, it is anticipated that Arla's school engagement in the Aarhus 2017 programme will leave a lasting impact in a new generation of more healthy citizens.

'In Arla we strive to improve the food habits among the youngsters – to enable them to live a healthier and more sustainable life when they grow older. Our commitment and partnership with Aarhus 2017 is an important stepping stone in reaching out to many thousands school children and help them rethink their own food habits'

Jakob Bernhard Knudsen, Managing Director, Arla Danmark

'Aarhus 2017 leaves a legacy in strengthened cross-cutting cooperation – it is important to maintain the links created between professional cultural institutions, volunteers and local associations and see to that sustainability of projects is secured via development of strong and realistic financial strategies'

Niels Olsen, Project Manager, Culture, Nordea Fonden

'Aarhus 2017 and the rethink mindset is an amazing opportunity to do something for the city and the region and a unique opportunity to get the city and the region on the European map. We support the volunteer programme as part of our strategy and we plan to engage in continued co-operation with public authorities, businesses and volunteer organisations from different sectors to learn from the experience made by the Aarhus 2017 volunteer programme and create tools that others can benefit from, as more than ever we need volunteers to take on societal tasks'

Anne Marie Skov, CEO, Tuborg Foundation



PHOTO: JAN KEJSER

Aarhus 2027

As a result of careful planning and broad engagement of our stakeholders, years from now, it is our aspiration that Aarhus 2017 will be remembered as a catalyst for change, releasing creative potential and creating lasting cultural development in Aarhus, the Central Denmark Region and Denmark. European Capital for Culture Aarhus 2017 is the most significant cultural event in Denmark in decades and we have collaborated closely with citizens, project owners, politicians and partners in addressing critical social, environmental, ethical and political concerns and boosting long-term socio-economic development. We have raised the international profile and positioning of Aarhus, the region and Denmark, fostered cohesion across institutions, sectors, disciplines and geography and strengthened citizens' participation in cultural life.

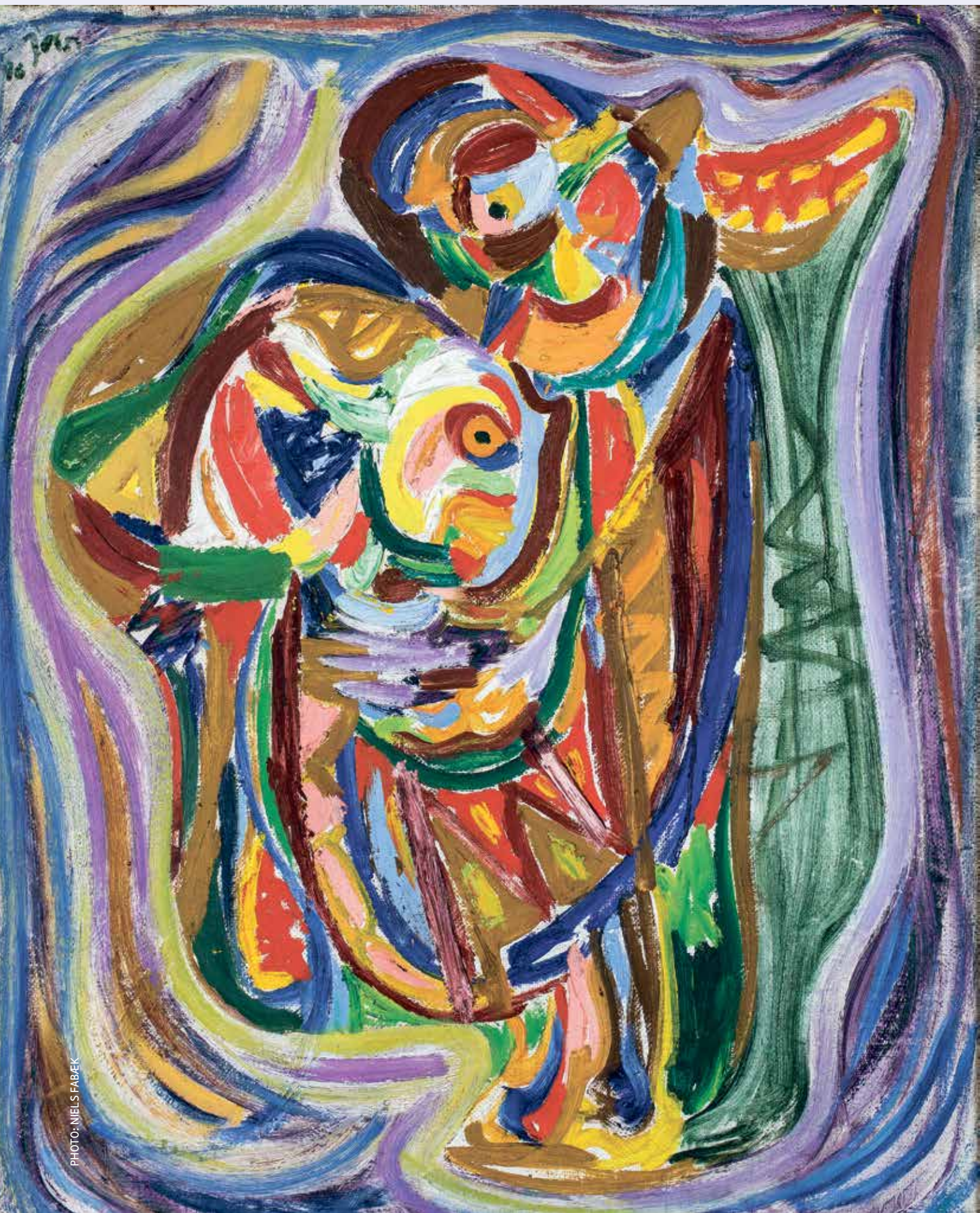


PHOTO: NIELS FABÆK

ANNEX I

Legacy development

Input from stakeholders

The consultation process has taken place from May 2016 to January 2017 and included meetings, interviews and workshops with more than 100 key stakeholders. This includes public authorities at municipal, regional, national and international levels; sponsors, foundations and business partners; strategic partners; previous, present and upcoming European Capitals of Culture; Aarhus 2017's employees and advisory bodies; international experts; local and national tourism actors; projects of various sizes across art forms and geography, including the creative businesses. *Our Legacy: A New Beginning* was adopted by the Aarhus 2017 Board on 25 November 2016.

Analysis of previous European Capitals of Culture

In order to create the optimal conditions for the legacy of Aarhus 2017, we have carried out analyses of a number of previous successful European Capitals of Culture. The analysis has included Glasgow 1990, Lille 2004, Liverpool 2008, Marseille 2013 and Aarhus 2017, which have been assessed on the following criteria: Context, local anchorage, long-term planning, political independence and artistic autonomy, clearly defined objectives, programme, communication and marketing, funding, political support, finances and tourism, image, infrastructure and sustainability, cultural vibrancy, accessibility and participation, administration and organisation.

ANNEX II

Selected international media mentions and blogs

Date	Channel	Title
22 January 2017	ARD	"Let's rethink" – Die dänische Stadt Aarhus eröffnet ihr KulturhauptstadtjahrZDF
20 January 2017	Deutsche Welle	Aussichtsreich: Die Kulturhauptstadt Aarhus
24 January 2017	Parismatch.com	Margrethe II a lancé "Aarhus capitale européenne de la culture 2017"
10 January 2017	La Repubblica	Da Aarhus a Copenhagen, il 2017 in Danimarca
18 November	New York Times	At a Danish Street Market, Flaeskesteg and Tacos
4 February	The Guardian	Aarhus, Denmark: what to see, plus the best restaurants, bars and hotels
February/March	National Geographic	Smart Cities, Aarhus, Denmark
27 January	The Huffington Post	Ten Things to Experience in Europe's Capital of Culture 2017
09 January 2017	NZ News	Danish City takes stage as culture capital
08 January 2017	Newsweek	How Europe's Two Capitals of Culture Will Celebrate the Arts in 2017
07 January 2017	The Guardian	Where to go on holiday in 2017: the hot list
07 January 2017	Oman Observer	Aarhus takes centre stage as cultural capital
05 January 2017	Momondo	The best European city breaks for 2017
04 January 2017	Condé Nast Traveller	Why you should go to Aarhus in 2017
31 December 2016	tagesschau.de	Kulturhauptstadt 2017: Aarhus will "Altes neu denken"
30 December 2016	Vogue	The 10 Hottest Travel Destinations of 2017
29 December 2016	El Pais	10 ciudades para celebrar 2017
27 December 2016	Berlin.de	Aarhus Kulturhauptstadt 2017: Wikinger und nordische Küche
27 December 2016	Travelbook.de	Aarhus – was die Kulturhauptstadt 2017 zu bieten hat
26 December 2016	The Independent	Where to travel in 2017: The cities and countries you need to see
21 December 2016	The Independent	Forget Copenhagen, Aarhus is Denmark's new capital of cool
12 December 2016	The Independent	12 trips everyone should take in Europe in 2017
06 December 2016	National Geographic	Best Winter Trips 2017: Aarhus, Denmark: For Lovers of Art and Culture
31 October 2016	Forbes	The 20 Best Things to Do in Aarhus, Denmark, the 2017 European Capital of Culture
07 January 2016	The New York Times	52 Places to Go in 2016
06 June 2016	Lonely Planet	Best in Europe: The European destinations you need to see in 2016
12 October 2016	Lonely Planet	A flavor of the world's tastiest destinations
05 April 2016	The Guardian	Aarhus, Denmark: a northern star

Date	Channel	Title
29 October 2016	MSN.com	Everything you need to know about Europe's Capital of Culture for 2017
20 March 2016	Vogue	How to Do Spring Break Like a Grown-Up: 5 Incredible Destination
17 April 2016	Travel and Leisure	Move over, Copenhagen: In Denmark, It's All About Aarhus
October 2015	Monocle Magazine	DOCK STAR – Aarhus
06 May 2016	The Independent	Jutland's battle for cultural cachet
25 March 2016	Daily Mail	Oh happy Danes! Denmark is a famously contented country
13 October 2016	China Economic Net	Denmark's second largest city unveils programs as European cultural capital in 2017
11 July 2016	The Art News Paper	New triennial in Aarhus to include outdoor art along four kilometre-coastline
27 April 2016	Travel Daily News	Cultural capital Aarhus 2017 says hello to London
30 June 2016	Evening Standard	10 reasons why you should visit Aarhus in Denmark in 2016
23 August 2016	Budgettraveller	40 pictures that will make you want to visit Aarhus
09 June 2016	The Local	Why Aarhus is worthy of all of the hype
03 May 2016	Scandinavia on my Mind	Shiny happy people
04 June 2016	Bournemouth Echo	Travel: Food, art and culture, why Aarhus is not to be missed
22 June 2016	Passenger 6A	Aarhus, for those who think twice
26 October 2016	Escape.com	What's new in Europe in 2017
10 March 2016	FOCUS Online	Wikinger und nordische Küche: Aarhus wird Kulturhauptstadt
03 March 2016	Presseportal.de	Der Countdown für die Kulturhauptstadt Europas Aarhus 2017 beginnt
10 March 2016	N-TV.de	Aarhus 2017 stellt ausgewählte Highlights des Kulturhauptstadtjahres vor
26 May 2016	Hindustan Times	Kulturhauptstadt 2017: Aarhus will aus Kopenhagens Schatten
11 March 2016	Le Monde.fr	Top destinations for a European holiday that ain't Paris, London or Rome
30 September 2016	Le Monde.fr	Les cinq tendances fortes du tourisme pour 2016
23 September 2016	Au Gout d'Emma	Aarhus, un balcon sur la mer
05 June 2016	Guida Viaggi.it	Roadtrip au Danmark: Aarhus, capitale culturelle du Jutland
02 June 2016	Eventi News 24.it	Aarhus: Capitale Europea della Cultura 2017
08 June 2016	Latitudinex Blog.it	Aarhus: Capitale Europea della Cultura 2017 e Regione Europea della Gastronomia 2017
20 February 2016	Telemetro	Los 20 lugares del mundo que hay que visitar este 2016
10 November 2016	Hoy Digital	Aarhus nueva capital cultural europea
13 September 2016	TV2 Norge	Derfor blir Aarhus Europas neste kulturhovedstad
10 November 2016	Nye Reiselivsvisa.no	Aarhus-Europas kulturhovedstad neste år
22 October 2016	Urbania Magasin	Guide til gourmet- og kulturbyen Århus
30 March 2016	Aftenposten.no	Aarhus: Byen som har alt for barnefamilier
18 March 2016	Aftenposten.no	Aarhus er kanskje verdens minste storby



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