

European Capital of Culture  
Aarhus 2017  
/  
Strategic  
Business Plan



AAARHUS  
—2017—  
EUROPEAN CAPITAL  
OF CULTURE



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European Capital of Culture  
Aarhus 2017  
/  
Strategic  
Business Plan  
2015–2018



Under the patronage of Her Majesty the Queen





Her Majesty Queen Margrethe 2, April 2015, Aarhus. Photo: Brian Rasmussen



## Let's create a fantastic year

In 2017, Aarhus and the Central Denmark Region will be the European Capital of Culture. This is a project of both international and national scope, with happenings all over the Central Denmark Region and one of the most ambitious cultural endeavours Denmark has been a part of for many years. In 2017, we will celebrate our unique culture and values which make us who we are. With a wide range of national and European partners, we will create a foundation in the region for the future we want to live in.

The European Capital of Culture marks the transition to a stronger common awareness of who we are as Danes and Europeans. We have something unique to offer in the Central Denmark Region, wonderful nature, creative industries, international education, research and a great culture, all within a relatively small geographical area.

'No man is an island, entire of itself; every man is a piece of the continent, a part of the main', said the English poet John Donne almost 400 years ago. This sentiment of human, geographic, and cultural empathy is precisely what Aarhus 2017 is all about. As Danes and Europeans we are unique but also part of a shared culture, linked by a continent and an economic and social environment.

We can look forward to 2017 as the year where the Central Denmark Region will be stimulated by a vast array of activities, with an inspiring arts programme, international conferences and exciting events. It will be a unique chance to release the region's creativity and innovation, and create new networks for many years to come.

The Central Denmark Region is already undergoing a rapid development: business has grown and cultural institutions have gained international attention. This did not happen on its own; it is the result of putting a focus on culture, industry and education. We are creating the steps we will take to become a part of Europe's future. Let's create a fantastic year together!



A handwritten signature in black ink, appearing to read 'Jacob Bundsgaard', written in a cursive style.

**Jacob Bundsgaard**  
City Mayor of Aarhus and the  
Chairman for Aarhus 2017





DHL, Aarhus 2015. Photo: Brian Rasmussen



## Aarhus 2017's vision

I am proud to present this second and final edition of the Aarhus 2017 Strategic Business Plan. It is a plan that reflects upon the history of our endeavours. Grown from myriad consultations and workshops and driven by the efforts and involvement of over 10,000 people during the bidding phase, we are now seeing a vibrant cultural year emerging in Aarhus and the Central Denmark Region.

This Strategic Business Plan is our road map and it is the measure of our success. It marks the milestones and indicators we have to achieve along the way in order to fulfil the ambitious goals set for Aarhus 2017. It is a document we refer to every day, a tool for monitoring and evaluating our progress and for holding us to account.

Art and culture expands our world by offering us a space in which to sense, think and feel. For an entire year, we will make Aarhus and the Central Denmark Region that space, the epicentre of lively cultural activity and debate for the whole of Denmark and indeed Europe. Our vision to use art and culture to precipitate change will see us rethinking the challenges of tomorrow, challenges we share with our European fellowship and boldly asking the difficult 'What if?' questions – those that make a difference to Danes and Europeans alike.

As European Capital of Culture, ours will be a year of a thousand stories. A year that speaks to each of the senses, where we radiate the unique elements of Danish DNA. A year of celebrations, contemplations and provocations. A year in which we examine our past to better shape and understand our future. It will be a year for everyone – young and old, city and countryside, east and west. With 19 municipalities,

four seasons, more than 350 projects, three core values, seven themes, eight artforms, more than 365 days of activities. We will reach out across sectors, municipalities, communities and countries.

And of course we haven't started with a blank canvas. The bid book was excellent, created from comprehensive and imaginative consultation – the collective mindset that embodies Danish ideals so readily – and it will continue to be the cornerstone of everything we do.

However, bid documents are designed to win bids. And our bid began its development 8 years ago. We won the title of European Capital of Culture more than 3 years ago, and another 3 years will pass before we complete the project. Such a time span, together with the rethink mentality and the constant flux of the cultural landscape, are just a few of the reasons why this project must stay in motion and adapt over time. Our job now is to curate the bid into a meaningful artistic and cultural programme that clearly describes Aarhus' and the Central Denmark Region's future, and reflects its heritage and to scope this ambition within the reality of the funding available.

That is encapsulated in this plan.

It was a visionary city and region that stepped up to take the title of European Capital of Culture. Now we ask the nation to do the same. Every European Capital of Culture is also a national event and, as our profile and positioning grow alongside our dynamic programme, we look outward to our fellow Danes to expand partnerships and embrace our national cultural offer together.

We have a clear ambition to make European Capital of Culture Aarhus 2017 resonate from coast to coast and

beyond, and we are working closely with Danmarks Radio, the Royal Danish Theatre, VisitDenmark and The Danish Agency for Culture amongst others to realise this.

There is some way to go before 21 January 2017. But rest assured, we will be ready to take our place in the spotlight on that day. We ask that you work with us to participate in this extraordinary moment in our cultural history. This is our point in time to create a cultural programme which uses culture and the arts to interrogate pressing global concerns and burning local issues; to connect us across cultures and countries in meaningful ways; to generate economic, social and cultural growth for the region; and to give us an extraordinarily good time in the process.

I urge you to read the document in full in order to grasp the magnitude of the task ahead, the steps we need to take to get there, but more importantly, the opportunity for each and every one of us to create our own Aarhus 2017.



A handwritten signature in black ink, appearing to read 'Rebecca Matthews'.

**Rebecca Matthews**  
Chief Executive,  
Aarhus 2017 Foundation





'Your Rainbow Panorama', ARoS. Photo: Lars Aarø, VisitAarhus



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Who we are and why we do it

# The Aarhus 2017 organisation

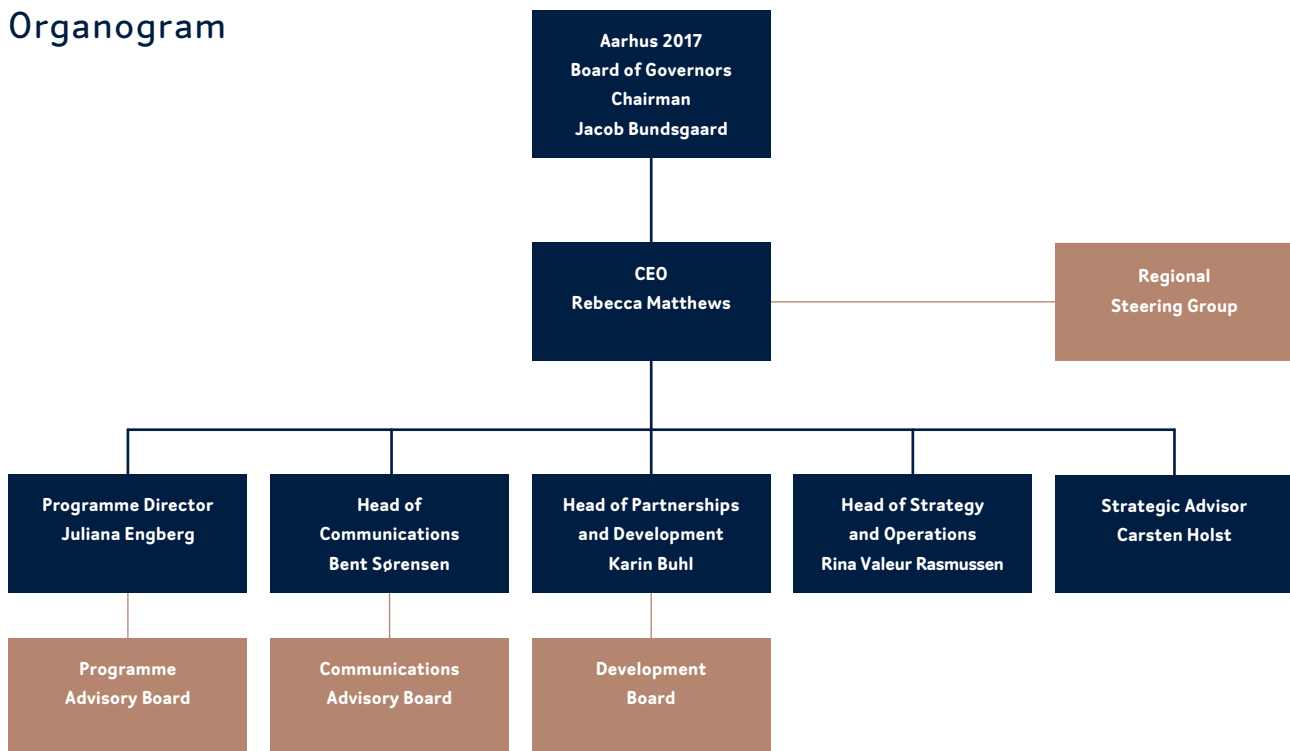
**Aarhus 2017 Board of Governors**  
**The Regional Steering Group**  
**Advisory Boards**  
**The Secretariat**

# Aarhus 2017 Board of Governors

The Aarhus 2017 Foundation is a commercially operated Foundation established in November 2012. The Aarhus 2017 Board of Governors comprises 13 members. 7 members are politically appointed and 6 are independent professionals from the cultural and business sectors (see appendix).

The Board of Governors is in charge of the overall management of the Foundation's activities and bears the financial responsibility for the Foundation. The Board of Governors manages the Foundation in compliance with its objectives and Articles of Association. The Mayor of Aarhus is the Chairman of the Board.

## Organogram





Central Denmark Region

## The Regional Steering Group Advisory Boards

Central Denmark Region and the 19 municipalities within the region have been deeply involved in the project from the outset. A Regional Steering Group, comprised of administrative representatives from each municipality, was established in 2009 to develop the regional dimension of Aarhus 2017 and to ensure continued regional anchorage of the project.

In order to strengthen the work of the Aarhus 2017 Foundation and to ensure the highest quality possible, 3 Advisory Boards have been established with national experts from a variety of specialisms:

- **The Programme Advisory Board** (see appendix)
- **The Communications Advisory Board** (see appendix)
- **The Development Board** (see appendix)

## The Secretariat

The Aarhus 2017 Foundation Secretariat is led by the Chief Executive, who has overall accountability for the performance of the European Capital of Culture Aarhus 2017 across all areas. In addition to the Chief Executive, the management team consists of the Programme Director, Head of Communications, Head of Strategy and Operations and Head of Partnerships and Development. Furthermore, a Strategic Advisor contributes to the programme.

The Aarhus 2017 Secretariat is organised into 4 teams: 1) Programme 2) Communications 3) Strategy and Operations and 4) Development (see appendix). Programme is the natural focal point of Aarhus 2017, while the other functions are essential for ensuring the success of the project. The Programme team develops the programme in close cooperation with strategic partners and project owners.

The Communications team informs and engages stakeholders at all levels, using a wide range of communication platforms. The Strategy and Operations team services the Board of Governors and provides the framework for strategic direction, organisational development and financial management. The Development team liaises with the private and public sector, including foundations, businesses, individuals and the EU to meet our fundraising targets.

The Secretariat is built from a combination of externally recruited staff and staff seconded by the participating public authorities through the 'network model'. The network model is a real strength of the project, it not only ensures resources, but also deeply anchors Aarhus 2017 with our strategic partners.

The network model builds staff competencies and secures knowledge transfer and thereby sustainability beyond 2017, when seconded employees return to their substantive positions. 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 (Aarhus Municipality has committed to 50 FTE, Central Denmark Region to 18 FTE and the remaining municipalities to 7 FTE).

Our internship programme invites students in Denmark and across Europe to gain practical experience by working within the Secretariat. This supports the capacity of the Secretariat, and importantly creates ambassadors to promote the European Capital of Culture Aarhus 2017.







Who we are and why we do it

# Vision, mission and impact

**Let's Rethink**

**Long-term impact and key performance indicators**

**Stakeholders**

**Risk assessment and mitigation**

**International engagement**

## Let's Rethink

In 2008, Aarhus Municipality decided to bid to become European Capital of Culture in 2017. From 2008-2010, the ensuing process involved consultation with more than 10,000 people across the Central Denmark Region. These discussions revealed that we are facing a number of challenges, including climate change, social exclusion and economic crisis. Our culture is changing - for example the way we interact due to new social media. Our business sector faces challenges from global competition and individuals are facing challenges in their work, education and family because of changing lifestyles. The consultation process made it clear that we need new solutions to our common challenges - we need to rethink.

The complexity of the challenges calls for new approaches and so we have developed the 'Let's Rethink' concept as a mindset for change, innovation and for thinking and acting smarter in the future. Aarhus 2017 provides a strong platform to address challenges, challenges that are not unique to our city, region or Denmark, but rather exist across Europe. We will form partnerships across many kinds of borders and at our core, we will celebrate and share European ideals and cultural diversity. In other words, we will use cultural and creative resources to rethink together with Europe. As a movement, Aarhus 2017 invites everyone to take part in creating change through art and culture; in strengthening the identity of our region; in building, experiencing and participating in high-quality cultural events that will leave a meaningful legacy; in changing the rules of the game.

### Vision



**Aarhus 2017 uses art and culture to rethink the challenges of tomorrow**

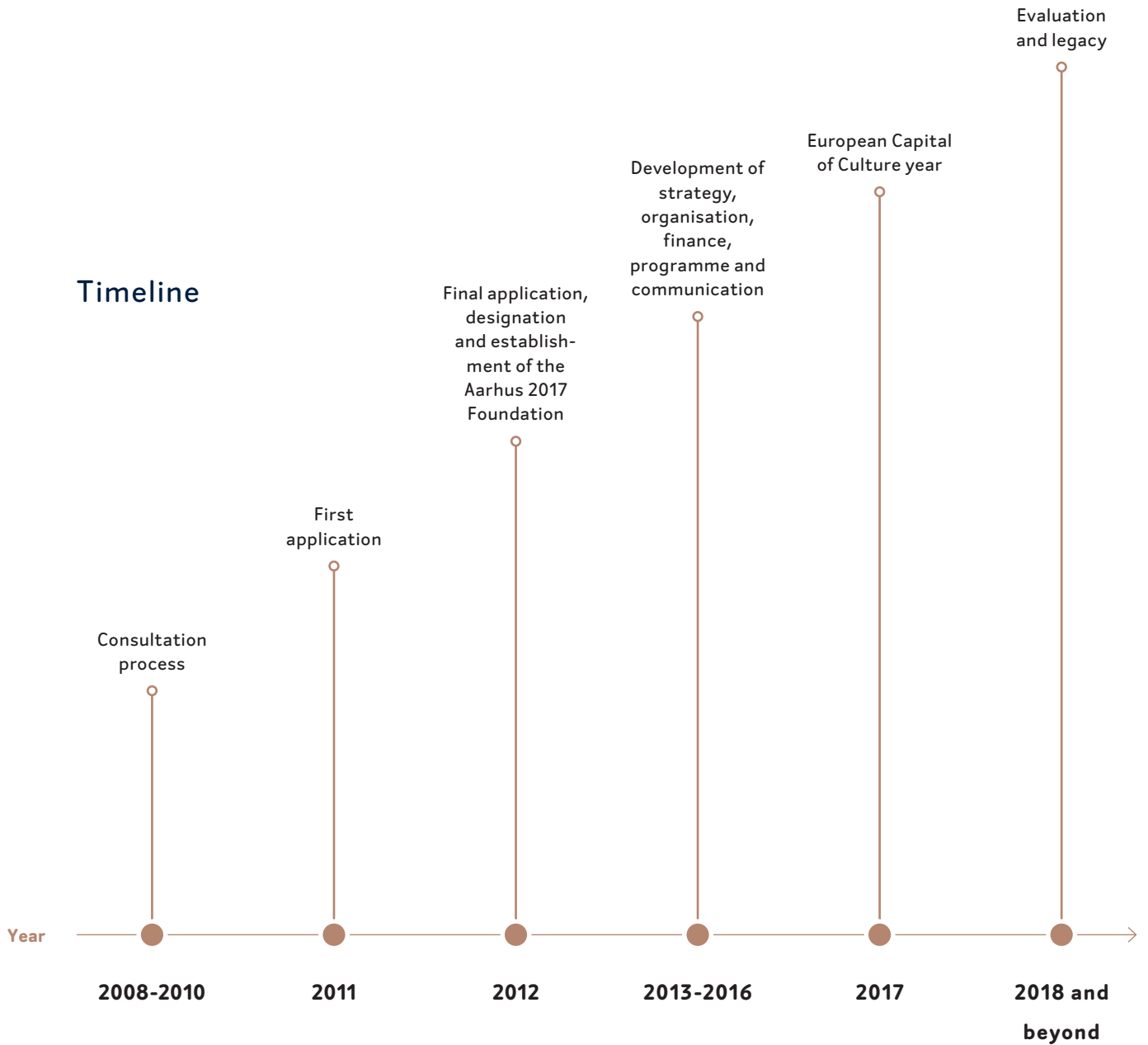
### Mission



**Aarhus 2017 creates sustainable development  
- cultural, human and economic growth -  
inspiring citizens to live, work and participate  
in the European region**



## Timeline





## Long-term impact and key performance indicators

Aarhus 2017 aims at creating long-term impact based on the 6 strategic goals outlined in the final application for the title and our Articles of Association. Our activities are closely aligned with political, social and cultural long-term strategies in order to obtain maximum impact. Years from now, we will talk about 'before and after 2017'.



Aarhus 2017's information center, the glass container. Photo: Brian Rasmussen

## Cultural

### 1. Stronger European relationships

70 % of projects (excl. micro projects and grassroots) co-funded by Aarhus 2017 during 2013-2017 will include a European partner or cultural exchange within Europe.

### 2. Stronger cultural sector (Soft City)

40 % of projects (excl. micro projects and grassroots) co-funded by Aarhus 2017 during 2013-2017 will be aimed directly at developing skills and competencies of cultural institutions, cultural entrepreneurs and artists in the region.

## Image and identity

### 3. Enhanced visibility and awareness of Aarhus 2017

- a. Aarhus 2017 reaches 12,000 mentions in Danish media in 2017.
- b. Aarhus 2017 reaches 1,200 mentions in international media in 2017.
- c. Aarhus 2017's website has had 500,000 visits (350,000 unique visitors) and Aarhus 2017's videos 100,000 views in 2017.
- d. By the end of 2017, Aarhus 2017's Facebook has reached 40,000, Twitter 6,000 and LinkedIn 2,500 followers.
- e. By the end of 2017, 75 % of the inhabitants in the region are aware that Aarhus is European Capital of Culture.
- f. By the end of 2017, 60 % of the citizens in the region rate Aarhus 2017 as a successful event.

## Economic

### 4. More visitors to Aarhus and the region

- a. The number of overnight stays in Aarhus will increase by 33 % in 2017 compared to 2013.
- b. The number of overnight stays in the region will increase by 12 % in 2017 compared to 2013.
- c. The number of overnight stays by international tourists in Aarhus will increase by 45 % in 2017 compared to 2013.  
(Note: The numbers do not reflect the number of visitors, but the number of overnight stays).

### 5. Stronger creative sector

Creative businesses in the region express more optimism regarding an improved business situation, increasing turnover and increasing employment, compared to the entire business sector in the period 2013-2017.

## Social

### 6. Activation of citizens through volunteering

- a. By end of 2017, 500 core volunteers will have participated actively in the Aarhus 2017 volunteer programme.
- b. By end of 2017, the volunteers will be a diverse group in terms of demography, geography and volunteering experience.
- c. By the end of 2017, 3,500 volunteers will have participated actively in the Aarhus 2017 volunteer programme.

### 7. Activating citizens as audience

- a. In 2017, 12 Full Moon events will on average attract audiences of 15,000 people.
- b. In 2017, 4 MEGA events will on average attract audiences of 60,000 people.
- c. By the end of 2017, 20 % of the inhabitants in the region will have participated in Aarhus 2017 programme activities.

### 8. Activation of young citizens with little experience of cultural projects

By the end of 2017, 50 smallscale projects will have been developed and delivered by project owners under 35 years with limited experience of cultural projects.

## Organisational and Political

### 9. Stronger relations across sectors and between institutions

85 % of projects (excl. micro projects and grassroots) co-funded by Aarhus 2017 during 2013-2017 will be cross-institutional, cross-sector or interdisciplinary.

### 10. Enhanced cross-sectoral cooperation

By the end of 2017, Aarhus 2017 will have established partnerships with and across the tourism, education, business, political and media sectors at regional, national and international level.

## Governance and funding

### 11. Financial resources available

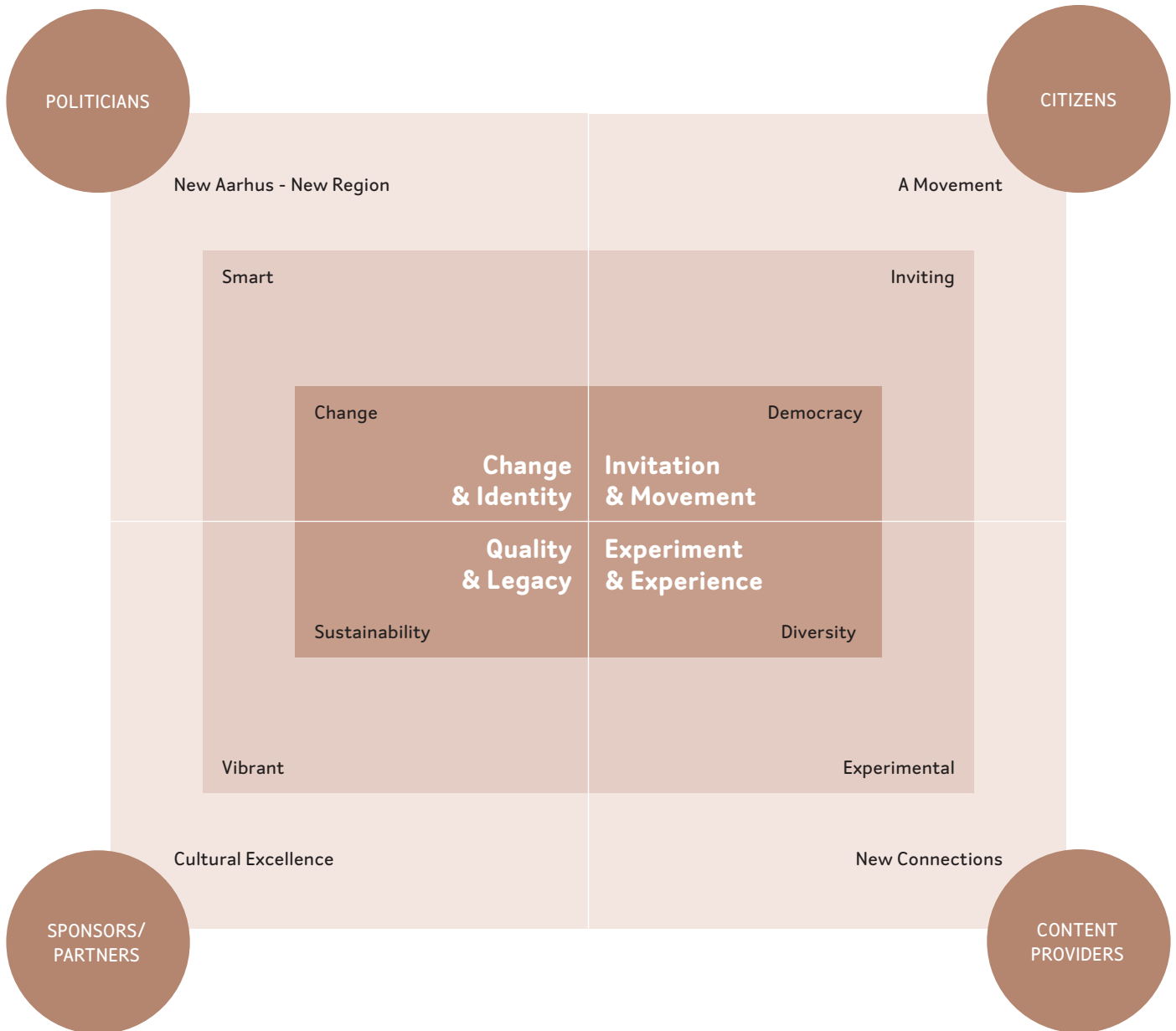
- a. Fundraising from foundations, businesses and EU will reach EUR 10.8 million (DKK 80 million) by the end of 2017.
- b. The total value of in-kind sponsorships will reach EUR 4 million (DKK 30 million) by the end of 2017.



## Stakeholders

'Put Aarhus and the region  
on the European map'

'Use the power of art and culture to answer  
the global challenges of tomorrow'



'Be part of a world class cultural  
project reaching far beyond 2018'

'Create extraordinary  
experimental projects'

## Stakeholders

To create an overview of Aarhus 2017's stakeholders and to prioritise resources, we have developed a dynamic Stakeholder Strategy. By mapping the positioning of stakeholders now and in the future, Aarhus 2017 will be able to take a strategic and proactive approach to stakeholder management and ensure appropriate servicing.

Aarhus 2017's stakeholders are categorised into 4 main groups:

**Citizens**, including volunteers, media, associations and organisations. Aarhus 2017 has evolved through an inclusive process. This is the great strength of the project. The invitation to citizens to rethink the way we do things will continue throughout. The Aarhus 2017 Communications team is responsible for creating awareness and engaging citizens in the cultural programme at the regional, national and international level, using multiple platforms, including our website, social media, promotional activities and the volunteer programme.

**Content providers**, including cultural institutions, project owners and artists. Aarhus 2017 is about using the power of art and culture to address important challenges facing us today. Our Programme team is responsible for developing the Aarhus 2017 programme in close cooperation with project owners, securing a diverse, high quality and innovative international programme and a narrative that connects all.

**Politicians**, including 19 Municipalities, Central Denmark Region, State Government, Parliament and EU institutions. Aarhus 2017 is a unique opportunity for Aarhus and the region and marks a time when Aarhus will take 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 and will become the epicentre of a region that takes its place on the European map, raising its visibility and profile. The Aarhus 2017 Strategy and Operations team is responsible for engaging with the political level and managing stakeholder engagement.

**Sponsors/partners**, including foundations, businesses, individuals and the EU. Aarhus 2017 will facilitate new partnerships across sectors and engage 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. The Development team is responsible for engaging with foundations, the business sector, individuals and statutory authorities in order to raise the funds necessary to develop and deliver the European Capital of Culture project.

## Risk assessment and mitigation

Major projects of this size and scale inevitably bring risks. For that reason Aarhus 2017 has developed a Risk Analysis with the purpose of identifying and prioritising risks as well as finding solutions in case they occur.

By performing efficient risk management, we are able to prevent the probability of risks and minimise the consequences.



European Capitals of Culture 1996 to 2019

## International engagement

### The European Capital of Culture concept exists to:

- Highlight the richness and diversity of cultures in Europe.
- Celebrate the cultural features Europeans share.
- Increase European citizens' sense of belonging to a common cultural area.
- Foster the contribution of culture to the development of cities.

Experience has shown that the event is an excellent opportunity for regenerating and raising the international profile of cities as well as strengthening cultural life and increasing tourism. Aarhus 2017 will engage in international activities to exchange ideas, learn from other cultures, develop competencies and high quality projects, increase visibility and attract tourists. We will work with partners who share our values and concerns, partners who are innovative and creative and who want to participate in exploring the potential of cultural practice.

Aarhus 2017 is a regionally anchored, national project of international scope. It is an opportunity to firmly place Denmark on the European map and to learn from other cities, regions and countries. A common goal for the EU Member States is smart, sustainable and inclusive growth and from our perspective, culture and creativity play a crucial role in reaching this goal.

Aarhus 2017 will deliver an international programme that highlights Europe's cultural diversity and common history. We will engage in international networks, establish residency programmes and create international co-productions. We will invite international capacities to Denmark and rethink together, prioritising synergies between European capitals and cities of culture, e.g Pafos, San Sebastian, Hull, Leeuwarden, Budapest, Istanbul, Manchester, Paris and New York.

### Geographical priorities:

- Europe – we will focus our international engagement on European countries.
- Southern and Eastern Europe – we will put special emphasis on countries in Southern and Eastern Europe e.g Turkey, Poland, Hungary.
- Beyond Europe – we will also engage with selected countries where this aligns with the strategic goals of our project - e.g Japan, US, China, Australia.

The Danish Agency for Culture's International Culture Panel has selected Aarhus 2017 as a strategic focus area for its international work as the largest international cultural project in Denmark for decades. In this way, Aarhus 2017 benefits from many international networks developed by the Danish Agency for Culture.





How we are doing it

# Programme

**The spirit of Aarhus 2017**  
**The Wheel – in motion**  
**Values, themes and art forms**  
**Programme development**

## The spirit of Aarhus 2017

In April 2015, we released 30 % of our programme at the exhibition 'Journey to 2017', held in Ridehuset in Aarhus. This was an opportunity for the public to see the molecular programming shapes emerge and for us to articulate our key narratives.

In our year of culture, we will examine our Danish DNA and take delight and pride in its unique history. We ask ourselves what do we keep and what do we let go, as we move into the future. We enlarge our European dimension with many cultural partnerships and collaborations so we can learn from and share with others. We are creating a year that touches every aspect of Danish culture, from contemporary architecture as an agent for liveability, to pageants of our viking past. We rethink masterworks and invent new icons. We set in play many prototypes and experiments to see if we can effect positive change for some of our burning platforms. As we do this, we recognise that some of these issues are shared with our European neighbours and that we can make contributions to wider discussions and develop networks to achieve common goals.

In our approach, we examine our past to better shape and understand our future. And as we put ourselves under the observational lens we ask: What can we learn from villages, children and older people? What stories will we tell and how will we be remembered? What gives value to our way of being in the world?

Aarhus 2017 is built on the acknowledgement that we need to find new solutions to shared challenges. The comprehensive cultural mapping from 2008-2010 was a call to action, where we realised the need for rethinking. It is a complex journey we have set out to complete and to simplify it we have identified 4 cornerstones that make up the spirit of the programme (see page 20). With these in mind, we are developing a programme that is smart, inviting, vibrant and experimental, challenging us to go beyond our comfort zone. A programme that uses art and culture to invite people to rethink.

We ask projects to:

- Rethink the way people think about Aarhus and the region, about art and culture and about themselves.
- Invite people to participate and contribute to the Let's Rethink movement, to become agents of their own change and to participate in new cultural experiences.
- Deliver at the highest level of quality and leave behind a legacy benefitting everyone who works or lives in Aarhus and the region.
- Tread new paths and engage in new collaborations, cultural experiments and experiences with European partners.

Imagine if

/

Art could change the world

\

We did something unexpected

/

Culture could connect us all

\

We could create the city afresh

/

Children were allowed to decide







# The Wheel – in motion

The Aarhus 2017 programme is made up of 4 seasons and 12 months of cultural experiences. The Wheel gives shape and tempo to our year. The programme is structured around 4 MEGA events, 12 Full Moon events and many highlights around which a matrix of programmes are gathered to strengthen our themes of liveability, gastronomy, nature, sport and play, history, belief and generations. Our core values of democracy, diversity and sustainability drive our ethos and give direction to the way in which we deliver our themes. In 2017, we celebrate, contemplate and provoke ourselves in a set of programming sequences that emerge as thematic clusters, each adding momentum to our overarching narratives of moving from past, through present to future.

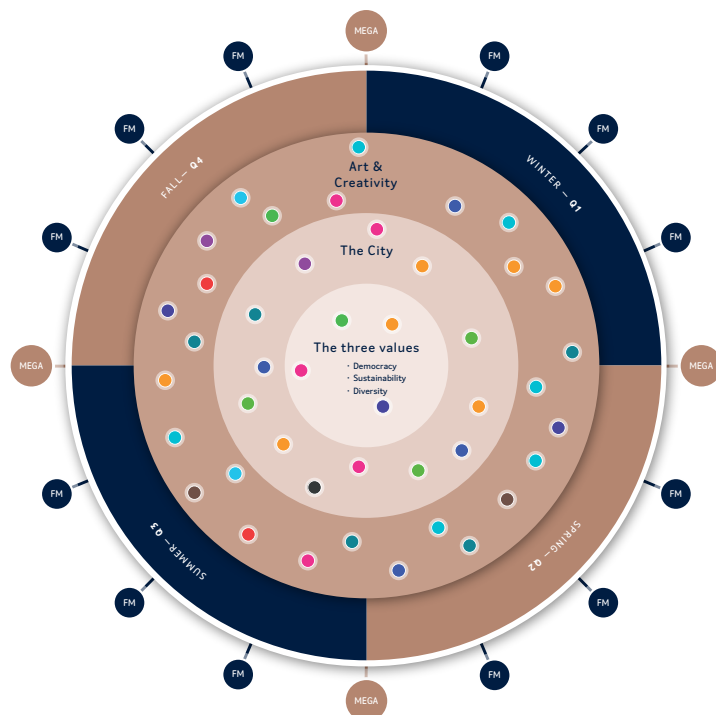
The MEGA events are international in ambition and production, and provide a sense of spectacle and celebration. Our Full Moon events shine a light on customs and rituals and create opportunities for narratives and storytelling, each unique in character and cross regional. The MEGA events will seek audiences on an average of 60,000 people. Full Moon events will on average engage audiences of 15,000 people and act as regional stepping-stones to achieve national reach throughout the year. In and around these 2 categories of events, the programme will present more than 350 artistic and cultural projects, conferences and festivals - both on a large and small scale.

Our year of culture is also an opportunity to create and celebrate wonderful international visual art, music, literature, dance and theatre as well as the 'popular' traditions of public entertainment that provide key moments for broad participation. We are launching new festivals, commissioning new works and setting our tables for stimulating conversations and debates.

## The Wheel

European Capital of Culture Aarhus 2017

- / **MEGA events**  
/ + 60,000 audiences/participants  
/ Rethink disciplines  
/ International perspective
- / **Full Moon events**  
/ +15,000 audiences/participants  
/ Rethink disciplines  
/ Regional, national or international perspective
- / Liveability
- / Food and gastronomy
- / Nature
- / Sport and play
- / History
- / Belief
- / Generations



A dramaturgy of 4 seasons provides the narrative of the programme:

**Winter:** The season of darkness, where people come together, light candles and make wishes. This is the time of the grand opening and closing events, which will frame 2017 as a year of transition.

**Spring:** We focus on our history and ask: 'Who are we and where do we come from?'

**Summer:** We look for new answers to common European challenges and invite the world in.

**Autumn:** With the past in mind, we look towards the future.

Running across the seasons, the programme also builds on 3 concepts, through which we tell our story of change:

**Rethink art and creativity:** This will happen by challenging our cultural institutions to engage in new partnerships and to experiment with new art formats and new aesthetics. The concept presents projects such as 'Coast to Coast', 'The Garden', 'Seven Deadly Sins', 'Floating Islands', the opera 'Nothing', the ballet extravaganza 'Tree of Codes', the symphony 'Rethink Creation', and a range of installations and art related activities across the region, which stretch the skills and networks of our existing art infrastructure to deliver in an ambitious way to larger audiences.

**Rethink the city:** We will rethink the city in the context of the region. We will explore the future of the city, its collective memory, tradition and history and use what already exists in new ways. This concept includes projects such as 'Rethink the Village', 'Build your own Playground', the liveability projects and many urban prototypes that investigate ways in which the city can have meaning for and provide comfort to its residents, including inter-generations, transients and newcomers.

**Rethink values:** Projects under this concept will contribute to finding solutions to social, cultural and environmental challenges by focusing on diversity, democracy and sustainability. The concept presents projects such as 'INDEX - Design to Improve Life', 'Rethink Aging', 'Table of Thoughts' and 'The Conditions of Collectivity'. These projects and many more, deliver opportunities to embrace difference, value generational wisdom, seek harmonies and think into the future about the ways we wish to live.

To change our mindset and create a culture year that brings magical moments, breaks the rules, presents the unexpected, connects people and uses the existing in new ways, we must challenge and develop the cultural sector's ability to create change using 4 motivations:

**Cultural infrastructure:** We will build and rethink our cultural infrastructure by developing the institutions and establishing new cooperations. We will break down traditional limits and support the institutions in interacting with the city by engaging the citizens and by using the streets and squares.

**Soft city:** This is the knowledge and skills programme for Aarhus 2017. Here we will 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.

**European dimension:** To deliver an international programme that highlights Europe's cultural diversity and common history, we will engage in European networks, connect and collaborate with other European Capitals of Culture, establish international residency programmes and create European co-productions. We will invite European capacities to Denmark and send Danish capacities abroad and rethink together.

**City and citizens:** Building on our inclusive process, we will continue to involve citizens and communities in taking part in a movement to rethink the challenges we face.



# Values, themes and art forms

## Values

We have set our minds on 3 core values: Sustainability, Diversity and Democracy. We will examine these values and set them in play in a number of cross current demonstrations, experiments and prototypes.

When we speak about sustainability, we mean both in terms of the environment and society, and find that these are in a symbiotic relationship. Denmark is built upon natural resources and natural energies and we need sustainable businesses, skills, innovation, research and experimentation to maintain, grow and safeguard our economic competitiveness and natural resources.

When we look at diversity, we think of other cultures, but we should also consider the diversity that exists within our own society, and people who need different opportunities to live alongside the mainstream. We find that tolerance combined with innovative ideas about future living may hold some of the answers.

Democracy in the Danish context marries with that very Danish attribute of collectivity and cooperation. The collective effort, working together, deciding together, delivering together with a common approach to solving problems, to socialising, to planning futures, is the bedrock upon which our year is built. Democracy is the core principle that underpins everything. In a society that balances its secularism with its historical religious teachings and in a cultural year that also re-examines the Lutheran reformation, we ask important questions about the role of belief in a contemporary society.

And of course we celebrate fun, the 'popular' traditions and the latest that culture can provide in art, theatre, dance, music, architecture and design and artisanal practices like gastronomy. We have spectacle and speculations. Aarhus 2017 is rich in its breadth and depth. What we create today, we hope will be useful to tomorrow.

## Themes

### Liveability

In Denmark architecture is more than just a building. Architecture contributes to liveability by providing different ways of living, working and thinking. We are rethinking architecture, urban design and the city and see each as contributing to a vital social sculpture.

Creating a set of interlocking concepts and built solids that can proactively work to make our minds and bodies agile and productive. In 2017, we ask: Can the built environment be part of our strategy against premature aging? Does architecture add to our creative mind-set? We seek answers to the way we will live in the future, through the innovative design strategies of today.

### Food and gastronomy

Food is steeped in tradition and custom in Denmark. It is seasonal, fresh, local, and can be sustainable. Celebrating those attributes, we have been awarded status as European Region of Gastronomy for 2017. In a time when food has become homogenised and fast food chains dominate, we are rethinking Danish cuisine to keep it alive and tasty. Traditional with a twist. The new Scandinavian food of the Central Denmark Region plays a role in linking city to village and our country to the world. In 2017, we set our gastronomic tables to foster conversations about authentic agricultural practices and to invite our friends to a feast of ideas and fabulous foods, foraged, cultivated and grown here in Europe's bread basket.

### **Nature**

Danes are nature lovers at heart. We hike, ride and cavort in nature. As part of our focus on sustainability we rethink our natural resources, not just as a pleasure playground, but as a sensitive symbiosis. We are rethinking nature and culture to check our balance between progress and preservation and to make innovative and bold decisions about the way we shape our ecological future. For us, nature is our environment as well as our economical history. It is also big business with wind power, sustainable farming and natural resources. During our year of culture we take you into the woods, onto the water and across the region on journeys of discovery as we ask: How do we ensure such wonders are secured for the future?

### **Sport and play**

We move the body in many ways. We walk up stairs, we cycle, we run, we jump on sculptures and have fun. Sport is not just for the elite athlete, but for everyone and we are rethinking any number of ways to keep people fit, active, motivated and involved. In 2017, we challenge ourselves to go the extra mile, to demonstrate the power of our bodies and the energy the human body can produce by integrating sport and technology, sport and libraries, sport and art, sport and business culture.

### **History**

In 2017, we look to our past to discover our future. From viking villages to contemporary collectives we examine the ways we lived then and the way we live now, to find the common ground and purpose that will design the way we live in the 21st century and beyond. We ask, how can we keep village life viable and thriving, when young people want to live in mega cities? Older people tell their stories to younger people, thus keeping alive the storytelling tradition. We have much to learn from our history. From exploration to innovation. From migration to integration. From Denmark to the world and back. From the village to the city. We celebrate our unique and collective strengths to shape a better future for all.

### **Belief**

During our year of culture, we ask what are the pressing issues that everyone faces and what kind of world are we creating for future generations? We use philosophy, ethics and critical thinking to examine ideas that challenge the status quo. We also provoke ourselves to rethink belief and what it can mean to a contemporary society currently in turmoil and seek ways to combine faith with humanity. Our year of culture coincides with an important anniversary, the 500th anniversary of the Lutheran Reformation

### **Generations**

Children are our future and in our year of culture, we are placing the child at the centre of our celebrations. We are launching our year of culture with the Children's Opening, featuring parades, choirs and community fairs so that our children can learn about their heritage and rethink it. We are setting up storytelling between our elders and our youth so that we might keep our narratives alive. We are using play and spectacle in our dramas and events to create a magical world for children and adults alike. In 2017, we also join with our co-presenter Hay Festival of Literature & the Arts, to launch the first ever International Festival of Children's Literature.

### **Art forms**

The Aarhus 2017 cultural programme and the 7 themes described above, include projects on architecture, design, visual arts, film and animation, music and sound, performing arts and literature.

### **Debates and discussions**

Danes like nothing better than a good debate. We are engaged citizens and passionate about our politics and domestic affairs. Democracy and the pursuit of equality are part of our cultural DNA. In our year of culture we extend an invitation to everyone to join us in discussing the issues of our time and to help us keep alive the concept of social democracy, diverse yet united in a common purpose to create a better life for all.

# Programme development

To deliver the programme, Aarhus 2017 partners with projects, institutions, artists and entrepreneurs. We broker new ideas and curate special additions and commissions. During the journey travelled so far we have gained insight into many ideas, projects and organisations in the region and identified many of the necessary partners to create a high-quality programme in 2017. Over 350 projects are in development and we are now lifting the projects into place and assisting their delivery through detailed discussions and mentoring. During 2016, our work ahead will be focussed on finessing key strategic projects and producing our major events. We will establish priority for those projects and events which are key to our core narratives. We will nurture, monitor and advise on projects to ensure quality outcomes and enhanced skills development.

Major culture and sports events in Aarhus and the region such as concerts, festivals, shows, exhibitions and fairs can also become part of Aarhus 2017 as affiliates. As an affiliate, an event becomes part of the Aarhus 2017 narrative and marketing, nationally and internationally.

## Open calls

In 2013 the Board allocated funds to 117 projects in development. 44 projects were selected in the 2014 open call and 39 projects in the 2015 open call, all part of the overall narrative and the cultural programme in 2017.

Aarhus 2017 is now adding and developing to these 200 projects with commissions, storytelling events, co-commission works, celebrations, contemplations and provocations to enlarge our year and its core narratives.

## 'Big 8' projects

Significant collaborative projects are under development with the 'Big 8' – the major cultural institutions in and around Aarhus, comprised of ARoS Aarhus Art Museum, Den Gamle By, Moesgaard Museum, Aarhus Theatre, Aarhus Symphony Orchestra, Musikhuset Aarhus, Den Jyske Opera and Aarhus Festival. The partners will in various ways expand the limits for their artistic work as part of the Aarhus 2017 programme, with our support and guidance.

## Operational partnerships

Aarhus 2017 is engaging in a number of operational partnerships with organisations that have the professional expertise and knowledge to develop and qualify parts of the programme. The operational partners are Samsø Energy Academy and WorldPerfect (sustainability), Erhverv Aarhus (culture and business), BUM (children and youth), Horsens Municipal Culture Department (festivals), Filmby Aarhus (films and digital media), Food Organisation of Denmark (food and gastronomy) and DGI (sport).

## Creative businesses

Our creative industries are looking at ways to generate, innovate and evolve new business ideas and methodologies. In our year of culture we are working in partnership with big, small and incubator businesses to ensure that we stay at the leading edge of these developments. We recognise the symbiosis between the artist and the entrepreneur and establish ways for them to connect, develop and discover together. Working with More Creative we are stimulating the environment for digital communicators, urban innovators, fashion designers and product creators so that we can live smarter, better and more profitably in the future. Aarhus 2017 is about business growth and shared prosperity born from meeting the needs of the consumer now and into the future.



## Grassroots and microprojects

To support the young up-and-coming creative forces in the region and include their ideas in 2017, Aarhus 2017 presents a secondary programme as a fringe movement to the official programme. We invite everyone to take part, embrace the creative power of youth and let wild and untamed grassroots ideas flourish. Young people throughout the region have the opportunity to tap into the fringe programme and identify themselves and their ideas as a part of the programme.

8 operators, who are strongly connected with youth culture, have received small-scale funding to kick-start the fringe movement exploring the potential for projects and artists in the region. The operators are Aarhus 2017 ambassadors and form the link between Aarhus 2017 and the creative underground, engaging young people in cross-disciplinary projects of a 'here and now' character. The operators' role is to motivate and inspire as well as to offer network and knowledge sharing. The programme runs from 2015-2017 and the 8 operators are: Frontløberne (creative businesses), Promus (music, sound and lyrics), Smag (food), DGI (sport and street culture), Institut for X (architecture and urban space), The Animation Workshop (film, animation and media), Aarhus Scenekunstcenter (performance, theatre and dance) and Culture Works (art and street art).

Micro open calls will continue to be active throughout 2015 and 2016 to stimulate opportunities for young entrepreneurs with great ideas that need a little boost without too much red tape. Micro funding aims at building competencies and project management experience in the new generation of cultural agents. To date, 63 micro projects have been supported.

## Cooperation outside the region

Cities and regions in Denmark and abroad are increasingly interested in participating in our project. Memorandums are in place with Sønderborg Municipality and Trekantområdet and conversations are underway with the Six Cities network (Copenhagen, Aarhus, Odense, Aalborg, Esbjerg and Randers) to become part of the Let's Rethink movement. Broad participation of projects that match the spirit and ambition of Aarhus 2017 is crucial to a successful European Capital of Culture year.

A Programme Advisory Board with national cultural capacities was established in 2014 to contribute with their expert knowledge and insights.

Aarhus 2017 will develop projects in dialogue with project owners. This enables us to create collaboration between national and international cultural institutions. We are opening doors for the culture sector in the region to create a European Capital of Culture year of high quality with international scope and facilitate new European collaborations that leave a permanent impact and legacy.

Launch of the programme

/

April 2015: 30 % plus

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January 2016: Highlights release nationally

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Spring 2016 : Highlights release internationally

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October 2016: Full programme launch



How we are doing it

# Communications

**Effective communication at all levels**

**Target groups and communication platforms**

## Effective communication at all levels

Broad and deep communication of Aarhus 2017 is vital for the success of the project and crucial to ensure engagement to enhance interest in culture and to strengthen the profile of Aarhus and the region. We will create ownership and a sense of pride and belonging by telling the story of a project that builds a spectacular cultural programme and drives permanent changes in the way we think, act and consider the world and the way the world perceives us.

Aarhus 2017 has developed a Communications Strategy to support the overall vision for our European Capital of Culture, to strengthen interest and engagement in culture broadly and to raise the visibility and reputation of Aarhus and the Central Denmark Region nationally and internationally. Our communication is unfolding on a variety of platforms via print and online media, marketing, events, tourism and our Aarhus 2017 volunteer programme and is based on a set of key messages.

### Key messages

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Aarhus 2017 is an invitation and a movement

\

Aarhus 2017 builds on experiment and experience

/

Aarhus 2017 will create change and identity

\

Aarhus 2017 is about quality and legacy



## Target groups and communication platforms

Aarhus 2017's target groups are highly diverse in terms of interests, roles, requirements and attitudes. We will create visibility for Aarhus 2017, attract tourists and facilitate broad participation across the region as well as at national and European level.

The strategy for engaging with our many diverse target groups aims at ensuring a strong anchoring and high awareness of Aarhus 2017 among citizens in Aarhus and the Central Denmark Region. Through proactive and dynamic communication, we will ensure that the storytelling about our year is broadened to national and international target groups to develop the interest and engagement in Aarhus 2017.





## Website and social media

In 2015, Aarhus 2017 launched a new, state-of-the-art and user-friendly website, a key communications tool for the project and programme, inviting partners to provide content and co-create. Partners are also encouraged to share information about us through their own communication channels and we will lend support and share expertise, wherever possible. We use social media platforms to create awareness-raising campaigns for the project and engage target groups by sharing their examples, proposals and ideas of rethinking.

## Media and events

Aarhus 2017 issues press releases, media stories and organises media events on the project and programme. We will organise seminars and press trips, inviting international media to Aarhus and Danish journalists to visit other European Capitals of Culture in collaboration with partners such as VisitDenmark, VisitAarhus and EU institutions.

In order to communicate Aarhus 2017 messages, we organise and participate in events, including:

- Regional, national and international information meetings.
- Larger events organised by others – e.g. InternetWeek Denmark, SmukFest, SPOT Festival, Northside Festival, Aarhus Festival, Snapstinget in Viborg, Folkemødet in Bornholm, Kulturmødet Mors, Europe Festival.
- Europe Day on 9 May and the International Day for Volunteers on 5 December.
- European conferences and exhibitions, e.g. Milan EXPO, Open Days and European Culture Forum in Brussels, World Travel Market in London and Internationale Tourismus Börse in Berlin.

## Marketing and promotion

To create visibility and brand Aarhus and the region, we will:

- Produce merchandise, print and marketing material etc. in Danish, English, German, French, Norwegian and Swedish.
- Dress the city with banners, flags, posters and digital materials with the Aarhus 2017 logo on buildings, airports, train stations, bus stops, info screens, streets etc.
- Launch competitions, e.g. 'Rethink the Hit', where manifestations of Let's Rethink become part of our activity.

## Visitors and tourism

Aarhus 2017 will attract national and international tourists to Aarhus and the region. We:

- Build strong partnerships for promoting tourism in cooperation with VisitDenmark, VisitAarhus and other regional, national and international partners. Our work is guided by the partnership agreement between VisitAarhus and Aarhus 2017 and by the Tourism Consortium established by the City of Aarhus.
- Take part in national and international tourism fairs and exhibitions to promote Aarhus 2017 and the region.
- Continue the collaboration on cultural tourism with local, regional and national partners.
- Develop and disseminate multilingual print and online material through tourist offices, hotels and campsites.
- Work with the international agencies and representatives of Denmark across Europe – e.g. Danish Embassies, Danish institutes, agencies and networks.
- Organise, in cooperation with the adult training centre VEU, training programmes in guest service.
- Involve Aarhus 2017 volunteers in welcome teams supporting major events and cruise ship arrivals.
- Organise and facilitate visiting delegations of journalists.

## Volunteer programme

The purpose of the Aarhus 2017 volunteer programme is to involve citizens and create ownership of Aarhus 2017. The programme aims to involve a core of 500 highly trained volunteers engaging a further 3,500 active and diverse volunteers. The programme will be developed, drawing on the extensive experiences and expertise of partners in Denmark and abroad. Volunteers will be trained to be ambassadors for Aarhus 2017, welcoming tourists, acting as guides, supporting cultural events and much more.

We will create one of the most ambitious volunteer programmes Denmark has ever seen. It will be exciting, groundbreaking and will develop new networks among volunteers across existing organisations, becoming one of the key legacies of Aarhus 2017. We will undertake research, tap into networks and create relationships with stakeholders in the development of the programme in order to build on best practice. During 2016, we will continue to recruit and train volunteers as well as carry out pilot projects to gain experience and be ready for our year. To build on our efforts and experiences beyond 2017, our ambition is to establish a 'Think Tank' on volunteering, where volunteer stakeholders can continue to exchange ideas and knowledge, making our efforts sustainable and facilitating even better volunteer programmes in the future.

## Networks

We will continue to develop the Regional Communications Network comprising representatives from the 19 municipalities and the Central Denmark Region, to ensure Aarhus 2017 is communicated effectively throughout the region. Aarhus 2017 has also established a Communications Advisory Board (see appendix) involving high-level communicators with strong competencies in national and international communication across all platforms to support our work in implementing the Communications Strategy.







How we are doing it

# Budget and finance

**Budget**

**Public funding**

**Fundraising from private sources**

# Budget

Aarhus 2017 is a mixed economy model of public and private funding. The total operating budget of EUR 57.6 million (DKK 428.6 million) is realistic, ambitious and carefully managed with regard to income generation and spend.

The budget is divided across 3 core areas:  
**1. Programme**  
**2. Communications**  
**3. Administration.**  
It includes a buffer, which wherever possible will be channelled into programme activities.

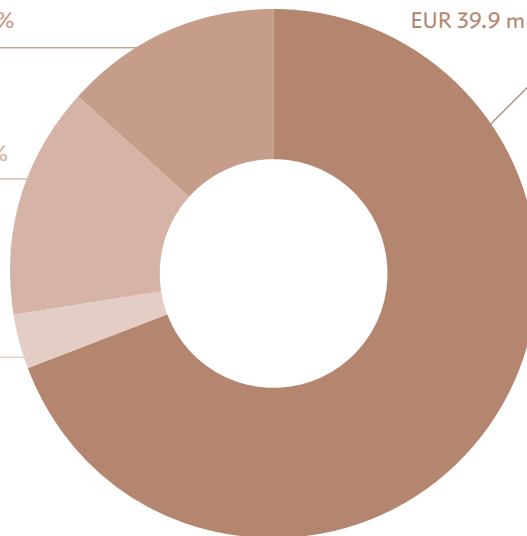
## Aarhus 2017 Foundation

PR, marketing and communication  
EUR 7.6 million (DKK 56.7 million) / 13.2 %

Salary and Administration  
EUR 8.2 million (DKK 60.7 million) / 14.2 %

Buffer  
EUR 1.9 million (DKK 14.6 million) / 3.4 %

Programme  
EUR 39.9 million (DKK 296.6 million) / 69.2 %  
+ 350 projects



## Public funding

### State Government

The initial budget for Aarhus 2017 included State Government funding of EUR 26.9 million (DKK 200 million), matching the local investment from Aarhus Municipality, the Central Denmark Region and the other 18 municipalities. The commitment from the Ministry of Culture, confirmed in the 2014 State Budget Act, amounts to EUR 17.4 million (DKK 129 million) in total across 2015, 2016 and 2017. Furthermore, VisitDenmark will allocate EUR 0.8 million (DKK 6 million) for the international promotion of Aarhus 2017 from its existing budget. We will continue to strive for increased national funding.

### Municipalities

The contribution from Aarhus Municipality is EUR 15.7 million (DKK 117 million). The total contribution of the 18 other municipalities across the Central Denmark Region is approx. EUR 5.8 million (DKK 43.2 million). The contribution is calculated according to 1) size (number of inhabitants) and 2) geography (proximity of the municipality to Aarhus). Subsequently, the municipalities outside Aarhus are grouped into clusters:

1. Herning, Holstebro, Horsens, Randers, Silkeborg and Viborg.
2. Favrskov, Hedensted, Norddjurs, Odder, Samsø, Skanderborg and Syddjurs.
3. Ikast-Brande, Lemvig, Ringkøbing-Skjern, Skive and Struer.

### Central Denmark Region

The Central Denmark Region makes a total contribution of EUR 7.9 million (DKK 59.4 million). Of this, Vækstforum ('Growth Forum') has allocated EUR 5.3 million (DKK 40.4 million) to projects targeted at creative business development through a regional project entitled 'More Creative', an initiative that forms the backbone of the region's Creative Growth Strategy. The remaining EUR 2.6 million (DKK 19 million) has been contributed by the Regional Council.

EUR million	2013	2014	2015	2016	2017	2018	Total
Aarhus Municipality	2.7	2.8	2.9	2.9	2.7	1.7	15.7
18 municipalities in the region	0.1	0.6	0.7	1.4	2.8	0.2	5.8
Central Denmark Region	0.5	1.7	2.6	1.2	1.2	0.7	7.9
The Danish Government	/	/	2.7	4.5	10.2	/	17.4
Fundraising: Foundations, businesses, EU	/	0,7	4.7	4.0	1.4	/	10.8
<b>Total</b>	<b>3.3</b>	<b>5.8</b>	<b>13.6</b>	<b>14.0</b>	<b>18.3</b>	<b>2.6</b>	<b>57.6</b>

# Fundraising

## Fundraising

Aarhus 2017's fundraising target of EUR 10.8 million (DKK 80 million) represents approx. 20 % of the total EUR 57.6 million (DKK 428.6 million) operating budget. In the context of European Capitals of Culture, this is ambitious. The fundraising strategy will raise funds from foundations, businesses, individuals and the EU.

## EU

European Capitals of Culture are awarded the Melina Mercouri prize of EUR 1.5 million (DKK 11 million) insofar as they deliver on the application for their designation. The European Commission has appointed a Monitoring and Advisory Panel to advise on the project's progress and to recommend whether Aarhus 2017 should receive the prize based on 2 formal monitoring meetings in 2014 and 2016 and a number of informal meetings and follow-up reports. The panel consists of:

- Sylvia Amman and Cristina Farinha, appointed by the European Parliament for the period 2015-2017.
- Dr Ulrich Fuchs and Dr Suzana Žili Fišer, appointed by the European Commission for the period 2014-2016.
- Elisabeth Vitouch, appointed by the Committee of the Regions for the period 2016-2018.
- Jiri Suchanek and Tamás Szalay appointed by the Council of the European Union for 2016- 2018.

## The partner framework

We have devised a tiered framework for our partnerships offering 3 ways of engagement in Aarhus 2017, each with a corresponding benefits package. The financial frames reflect the diversity of partners and ensure that our invitation to support Aarhus 2017 is open to all.

Each partnership, particularly Executive Partners and Business Plus Partners, will be delivered through a tailor-made agreement in line with the vision and values of the partner. We will use regional, national and international platforms to develop and showcase innovative models of partnership that will leave a positive legacy for the region.

### Executive Partner

Our ambition is to engage a minimum of 2 large companies and foundations to join as headline supporters. The Aarhus 2017 Secretariat is working closely with our Board of Governors and the Development Board to connect to boards and senior executive contacts within these organisations. Agreements with Executive Partners are tailor-made. Executive Partners are exclusive and an integral part of the project, reflected across all communication platforms and major events and activities. Alongside bespoke branding, communication and hospitality opportunities at Aarhus 2017 events, Executive Partners will also be offered a seat on the Development Board, to participate in an annual 'inspiration' trip to other European Capitals of Culture and to be connected to projects and activities of choice.

### Business Plus Partner

Our ambition is to attract a minimum of 20 businesses to join as high-end Business Plus Partners. We have developed a scalable model within the financial frame of this partnership level to ensure that a diversity of organisations are attracted and engaged.

For some businesses, the partnership will be a cash commitment, for others the value will be 'in-kind', e.g. hotels, transport, legal advice, print and translation services. Business Plus Partners have the opportunity to align with and activate specific Aarhus 2017 projects and events that reflect their core business objectives and brand.

We will ensure senior level Aarhus 2017 presence at a range of networking and business events across the region and use our networks to reach out to different organisations. Agreements with Business Plus Partners are tailor-made within a framework of benefits including communications, networking and hospitality with seats at the annual Executive Dinner.

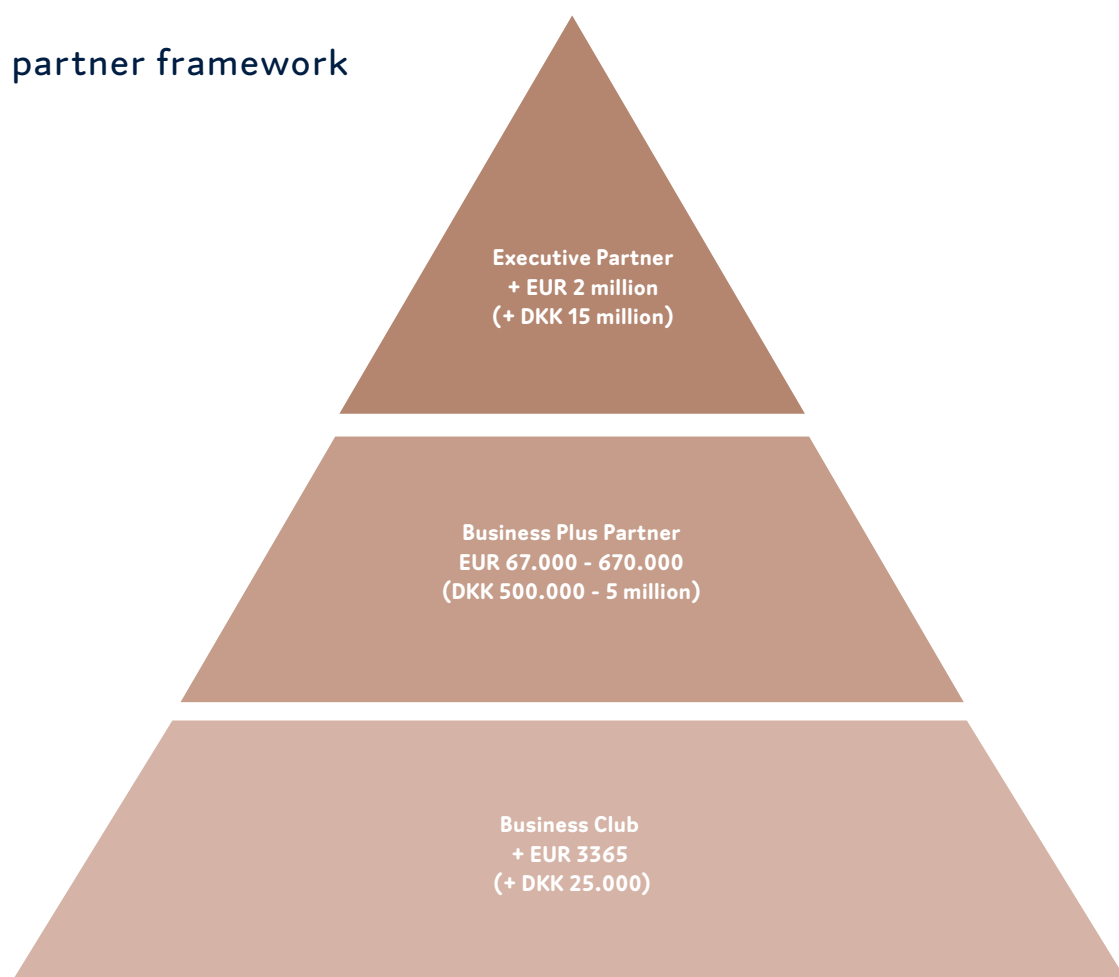
### Business Club

Our ambition is to secure a significant number and variety of businesses and individuals to join the Aarhus 2017 Business Club. With the aim of involving more than 200 businesses, we see this as a movement and an opportunity for all types of organisations to publicly communicate their role as 'Proud Supporter of Aarhus 2017'.

We will use our existing networks and partners to activate the Aarhus 2017 Business Club. For example, we work closely with Erhverv Aarhus through our strategic partnership and the Regional Steering Group to communicate with networks of local partners across the region. Aarhus 2017 will, among other things, offer logo exposure on our website and a high-profile annual network event, which provides a forum for partners across the 3 levels to meet.



## The partner framework





How we are doing it

# Documentation, learning and legacy

**Monitoring**  
**Evaluation**  
**Legacy**

## Monitoring

The activities, progress and output of Aarhus 2017 are being systematically monitored until the end of 2018.

The main focus of the monitoring is delivery against our key performance indicators (see chapter on vision, mission and impact).

The monitoring will:

- Provide Aarhus 2017 and stakeholders with information on the progress of the project.
- Allow learning from the process and informed decision-making.
- Provide data for the evaluation and research project rethinkIMPACTS 2017.
- Provide data for future research on cultural events.

Our monitoring provides reliable and valid information and is essential for documenting and assessing all areas of the project. Monitoring will cover all projects in the Aarhus 2017 programme in the period 2013-2018, as well as activities related to communication, fundraising and operations. The monitoring scheme is based on recommendations from the European Capital of Culture Policy Group and experiences from other Capitals of Culture to enable comparison.



Sculpture by the Sea. Photo: Anders Hede

## Evaluation

Aarhus 2017's evaluation is carried out by rethinkIMPACTS 2017, a partnership between Aarhus 2017 and Aarhus University established in 2013. The core budget of EUR 1.3 million (DKK 10 million) is contributed equally by the two partners. The project is governed by a Steering Committee with representatives from Aarhus University, Aarhus 2017, Aarhus Municipality and the Central Denmark Region.

The evaluation is research based and builds on existing research from European Capitals of Culture and culture-led development. Areas covered by the evaluation will include cultural, image and identity, social, economic and organisational and political impacts. rethinkIMPACTS 2017 will not only measure impact against Aarhus 2017's vision, mission and goals, but will also critically reflect on these and address more complex questions of impact and causality.

Our further ambition is to develop new indicators and methods to bridge gaps in existing research. Formative evaluation that provides critical insights into the 2013-2018 process will also be part of rethinkIMPACTS 2017. This will contribute to the development of Aarhus 2017 before and during 2017 and support Aarhus 2017's delivery. In order to expand the depth and breadth of the evaluation, rethinkIMPACTS 2017 is facilitating and motivating the wider academic community to conduct independent research. Formation of partnerships with researchers from different departments of Aarhus University, other universities and researchers in Denmark and abroad is part of the project. The research also includes collaboration with private partners on relevant aspects.





# Legacy

Aarhus 2017 is a year-long programme of transformative cultural experiences and the game changer for 2018 as the new beginning, where our legacy will be carried on by public authorities, partners and projects.

The European Capital of Culture initiative is a breeding ground for arts and culture in its broadest sense to achieve long-term benefits as exemplified in, for example, Glasgow 1990, Lille 2004, Liverpool 2008 and Marseille 2013.

Aarhus 2017 will:

- 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 and increase the citizens' roles and participation in cultural life.

## Political

We will support existing political policies and where possible impact future policies with new knowledge, paving the way for policy change. We will facilitate and foster political cooperation at local, regional, national and international level, pushing culture from the margins to the centre of political discussion about societal development and stimulating ongoing cultural investment.

## Organisational

Aarhus 2017 is very much about competency development. The 'network model' of seconded employees from the participating public authorities anchors the project with strategic partners, builds competencies of the staff and secures knowledge transfer and thereby sustainability beyond 2017. Aarhus 2017 also aims at developing a strategic approach to major events and new evaluation methods as part of the organisational legacy.

## Stakeholders

We will work strategically with stakeholder relations and networks to create a new collaborative thinking, enhancing the cooperation across institutions, sectors, disciplines and geographies.

## Programme

Our programme has a strong focus on 'soft city' learning – skills development, exchange and network creation to build our future cultural economy. This decentralised programme model, with 85 % of projects externally managed and owned by our project and organisation partners, ensures embedding in local communities and further ensures that our achievements in cultural lifting will live well beyond 2017.

The legacy of memories created by the tangible transformation of the region and its system of cities, towns and villages as places and spaces where activity took place and culture was manifest, will change our aspiration and vision for our cultural capacity and will stimulate an appetite for future work through the Let's Rethink mindset.

## Communications

Effective communication is an essential component of Aarhus 2017, and we will aim to use all relevant communication channels to raise the profile and positioning of Aarhus and the Central Denmark Region in the long term nationally and internationally.

A new cultural tourism strategy, a volunteer think tank and new audiences for cultural events are also examples of the legacy areas deriving from communications.

## Development

Aarhus 2017 will develop new fundraising models, enhance fundraising skills in the cultural sector, facilitate cooperation between culture and business and create a positive sponsor attitude to future similar events.

Legacy planning and sustainability has been intrinsic from the outset in the application's 6 strategic goals, our strategic business planning and KPIs. A Legacy Strategy will be developed in 2016 to make sure that the valuable learning from Aarhus 2017 is carried on beyond 2018.



Snapsting, Viborg. Photo: Finn Højbjerg







## A new beginning

I trust this Strategic Business Plan has created a clearer picture of what we can achieve when Aarhus and the Central Denmark Region hosts the European Capital of Culture 2017.

We are already experiencing growth in cultural tourism, guests are flocking to our museums and cultural attractions like never before, many excited by our impending year as Capital of Culture. Major international businesses are investing in the region, and media from across the globe are interested in knowing more about Aarhus, the region and our year. These are big milestones, but not necessarily our final objectives. They are rather the catalysts for a new beginning as we mark our place firmly on the European map.

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.

Many new and returning visitors will generate new economic prosperity, increased international focus and profile and growth for our businesses, including our creative industries. But first and foremost, we will finish our European Capital of Culture year 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 will be essential and crucial to the legacy we, as European Capital Culture Aarhus 2017, will pass on to the region and to the rest of Denmark.

I hope we will talk about 'before and after 2017' in the same way the Danes experienced the European Championship in 1992 and the Brits the Olympics in 2012. We will remember the joy and celebration certainly, but also the meaningful moments. This is exactly what 2017 will be. I look forward to hearing people say, 'I was there.'



**Rebecca Matthews**  
Chief Executive,  
Aarhus 2017 Foundation





How we are doing it

# Appendixes

**Aarhus 2017 Board of Governors**

**The Secretariat**

**Programme Advisory Board**

**Development Board**

**Communications Advisory Board**

**Sponsors / Partners**

## Aarhus 2017 Board of Governors



**Jacob Bundsgaard**  
Chairman of the Board  
and Mayor, Aarhus  
Municipality



**Anders Byriel**  
Vice Chairman of  
the Board and CEO,  
Kvadrat A/S



**Rabih Azad-Ahmad**  
Alderman, Culture and  
Citizens' Service



**Kristian Dyhr**  
Chairman, Culture  
Committee, Horsens  
Municipality  
(East Jutland Growth  
Band cultural covenant)



**Anne Glad**  
Strategic Director,  
Envision



**Jonas 'Pindhund' Hallberg**  
Owner, Ikke en Pind ApS



**Bent Hansen**  
Chairman, Regional  
Council of Central  
Denmark Region



**Eva Harlou**  
Owner,  
Eva Harlou Architects



**Morten Mølholm Hansen**  
CEO,  
Danmarks Idrætsforbund  
(DIF)



**Anders Nørgaard**  
Chairman, Culture and  
Leisure Committee,  
Favrskov Municipality  
(Culture Ring East  
Jutland cultural covenant)



**Johs. Poulsen**  
Chairman, Culture  
Committee,  
Herning Municipality  
(Mid and West Jutland  
cultural covenant)



**Jens Bjerg Sørensen**  
CEO,  
Schouw & Co A/S



**Board member**  
To be announced

## Observers



**Kirsten Jørgensen**  
Director, Culture and  
Citizens' Service



**Ib Christensen**  
Head, Culture  
Department, Aarhus  
Municipality



**Erik Sejersen**  
Head of Tourism, Culture  
and Food Development,  
Central Denmark Region

# The secretariat

## Management team



**Rebecca Matthews**  
Chief Executive



**Juliana Engberg**  
Programme Director



**Rina Valeur Rasmussen**  
Head of Strategy  
and Operations



**Bent Sørensen**  
Head of Communication



**Karin Buhl**  
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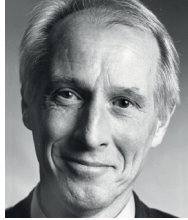
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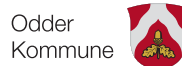
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**The Secretariat for the Aarhus 2017 Foundation**

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