

WELCOME FUTURE

LET'S
RETHINK

DEMOCRACY



Å\RHUS
—2017—

EUROPEAN CAPITAL
OF CULTURE





Date: April 2018

Publisher: Aarhus 2017 Foundation

Publication Manager and Editor: Rina Valeur Simonsen

Monitoring and Research team: Anne Juhl Nielsen,
Nana Renee Andersen, Brian Duborg Ebbesen, Maria Hyllested Poulsen

Design: Hele Vejen

Print: We Produce

ISBN: 978-87-999627-7-8

Welcome Future

Short-term impact of European
Capital of Culture Aarhus 2017

Contents

4	Selected outcomes
6	Forewords
6	Mette Bock, Minister for Culture
7	Tibor Navracsics, European Commissioner for Education, Culture, Youth and Sport
8	Anders Kühnau, Chair of the Regional Council, Central Denmark Region
9	Jacob Bundsgaard, Mayor, Aarhus and Chair, Aarhus 2017 Foundation
10	Rebecca Matthews, Chief Executive Officer, Aarhus 2017 Foundation
12	Six Strategic Goals and Key Performance Indicators
18	Executive Summary
20	Aarhus in Context
22	Methodology
24	Cultural Impact
	A stronger and more connected cultural sector
28	A year like no other
36	All art forms and more
44	Something for everyone
48	Selected reviews
53	Local anchoring
56	Grassroots engagement
58	Inviting the world
68	Scaling up the cultural sector
74	Selected awards and nominations

76 Social Impact

Active and engaged citizens

- 80 Engagement through volunteering
- 90 Cultural community engagement
- 96 More culture for more people: making art accessible

102 Economic Impact

Growth through investment

- 104 Economic outcome
- 106 Record growth in visitors
- 112 Tourist influx by boat and plane
- 116 Travelling business
- 118 New jobs created
- 121 Stronger creative sector

124 Image and Identity Impact

Civic pride and awareness

- 126 A growing confidence
- 131 International visibility beyond expectations
- 132 Selected international headlines

144 Organisational and Political Impact

New ways of working and collaborating

- 146 Good governance
- 150 The whole region on board
- 153 Business engagement
- 158 Nationwide bridge-building
- 165 Cultural diplomacy
- 166 Looking forward

174 Annexes

- 176 Aarhus 2017 Foundation projects
- 180 Aarhus 2017 Foundation Board in 2017
- 181 Aarhus 2017 Foundation staff in 2017

Selected outcomes



159.1

million EUR increase in turnover
in the private sector in Central
Denmark Region

COWI report, April 2018



87

million EUR in
advertising value

Meltwater and Infomedia



14.9

million EUR fundraised



11.2

million overnight stays

VisitDenmark



3.3

million audience visits
at European Capital
of Culture Aarhus
2017 events



98,160

social media followers

Meltwater



27,723

media mentions in 2017

Meltwater and Infomedia



13,708

event days



6,000

citizens contributed to
The People's Opening



4,535

ReThinkers



1,965

new full time jobs

COWI report, April 2018



1,200

international artists
contributed to the
cultural programme



442

core projects



300%

effect of the public
investment

COWI report, April 2018



70

countries' media featured
articles on Aarhus 2017

Meltwater



98%

Aarhus citizens know
of Aarhus 2017

Epinion, January 2018



95%

positive international
media mentions

Meltwater



92%

positive audience
feedback on MEGA and
Full Moon Events

rethinkIMPACTS 2017



60%

of Aarhus' citizens
attended Aarhus 2017
events

Epinion, January 2018



52%

of Aarhus 2017's events
were free entry



14

Royal visits at Aarhus
2017 events

Foreword

Milestone and source of inspiration

Aarhus 2017 leaves us with lots of memories of countless cultural experiences and exciting collaborations across municipal boundaries, institutions, countries - and above all people.

The European Capital of Culture year was a milestone in the City's development, including the new harbour area and DOKK1. Despite the project being a regional event, the significance was to a great extent both national and international.

I believe that Aarhus 2017 will remain a source of inspiration for similar projects in the future, for example in terms of the strong collaboration developed between the region's municipalities in the European Capital of Culture year.

On the following pages you can read more about the outcomes of Aarhus 2017.

Happy reading!



Mette Bock
Minister for Culture

The power to bring people together

Aarhus and the Central Denmark Region had a very special 2017. As a European Capital of Culture, you invited us to 'rethink' – our points of view, the way we see ourselves and others; and to use culture to challenge and question, to inspire and cross boundaries. It is wonderful that people across Europe and further afield, accepted your invitation and took part in this experience.

Your shows, spectacles and events brought a real sense of unity to the citizens of your city and region. You have proven, as I firmly believe, that culture has the power to bring people together, whatever their differences.

The festivities you organised showed the cultural wealth and talent within your region, as local artists were at the forefront of the celebrations. I hope that the year as European Capital of Culture acts as a catalyst to strengthen your already booming cultural sector and inspire even more young people to become culturally active.

At the same time, the European aspect of your activities deserves recognition. It is exemplified in the partnership with the Cypriot city of Pafos, your peer European Capital of Culture in 2017. This cooperation also shows how culture can build bridges not only within one country, but also between countries, between communities with very different histories and backgrounds.

This is one of the key messages of the European Year of Cultural Heritage which we are celebrating this year. Thousands of events will highlight Europe's cultural wealth and diversity. And they will showcase how important culture and cultural heritage are in building the Europe of the future.

Of course, the best measure of success for a European Capital of Culture is its legacy. I sincerely hope that you will use the momentum of 2017 to continue rethinking yourselves and Europe for the benefit of all us and our shared European project.

I wish Aarhus and the Central Denmark Region all the best for the coming years.



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

We did it!

Sometimes, you need to dream big. To be bold. And in order to learn and to grow, you need to get out of your comfort zone. Ten years ago, the Central Denmark Region decided to join Aarhus and make the city's candidacy for the European Capital of Culture title an endeavour, not just for Aarhus, but for the entire region. The other 18 municipalities joined as well, and it is safe to say that we set out for a bold adventure. And that we were all well out of our comfort zones. It is thanks to the tireless effort of thousands of people from across this region and beyond that we can look back at a decade of hard work, of big dreams, of new partnerships and impressive results and say: we did it!

This report testifies to a number of great outcomes of the European Capital of Culture Aarhus 2017. From a regional perspective, I am of course pleased to conclude that we managed to tie together the entire region. The year opened in Aarhus and had its finale in Hvide Sande. And between those two events, an impressive programme unfolded with activities – big and small – in all corners of the region.

We have put our region on the map, but even more important, we have grown an international mindset and an appetite for even more collaborations. Cultural institutions, artists, associations, volunteers, creative businesses, tourism operators, educational institutions – we have so many skilled people in this region. They have seized the opportunity and given their very best. They have reached out, developed new ways of working, made new partnerships and challenged themselves. They have been bold.

From the outset, the ambition was to use the European Capital of Culture as a stepping stone. 2017 was never the end goal, but a manifestation of what we can achieve when we work together. Therefore, I am excited to announce that the partnership continues as European Region of Culture. This is both the title and the ambition, which is backed by all 19 municipalities in our region. And it is my hope that culture will continue to lead the way.



Anders Kühnau
Chairman of the Regional Council, Central Denmark Region

Culture as a catalyst for growth

In recent decades, Aarhus and the Central Denmark Region have undergone a remarkable development, and with the European Capital of Culture Aarhus 2017, this development has given a tremendous boost that has also reverberated internationally.

Hosting one of the largest cultural projects ever seen in Denmark, we set ourselves a number of ambitious targets to strengthen the region through art and culture, sustainable development, increased tourism and, not least, increased national and international awareness.

As the figures in this publication clearly show, we have succeeded in achieving most objectives, in many cases even exceeding them with excellent results.

The year as European Capital of Culture began with a spectacular celebration on Saturday 21 January 2017, with more than 76,000 people in the streets of Aarhus and hundreds of thousands watching on TV across Denmark. This was followed by an extravaganza of art and culture, ranging from large-scale dramas and art exhibitions to huge, popular events and projects about architecture, sustainability, gastronomy, food, sports and much more. A total of almost 450 cultural projects

attracting an extensive and enthusiastic audience from Denmark and abroad.

Together with a large number of national and European partners, we celebrated our unique culture and values under the theme 'Let's Rethink', and the diverse programme of our year has given us a stronger collective awareness of who we are. Both as Danes and as European citizens. It has also highlighted the fact that we are all part of the same cultural, financial and social context.

We can now look back on a fantastic year where we honoured the great expectations, giving Aarhus and the region a boost with culture as the driving force. Awareness of our city and region has increased significantly, as has our citizens' pride in living here.

The year as Capital of Culture has contributed immensely to the sense of community and cohesion across the region, and I am delighted that all 19 municipalities and the Central Denmark Region have pledged to continue to build on the results and solid foundation that have been created by the year as European Capital of Culture.

Aarhus 2017 was only the beginning.



Jacob Bundsgaard
Mayor, Aarhus and Chair, Aarhus 2017 Foundation

The dream became reality

'We are here now. Now we are here,' the author Mads Mygind concluded in his moving poem at the Finale of our European Capital of Culture, where he also asked: has the future begun? Indeed, as this publication shows, European Capital of Culture Aarhus 2017 has been a turning point for Aarhus and the Central Denmark Region, and following the success of our incredible journey, we can all boldly welcome the future together.

When we were granted the privilege of becoming European Capital of Culture almost six years ago, we dreamed of a year for everyone. A year built on values of democracy, diversity and sustainability. A year of curiosity and discovery. A time where the promise of art and culture would blend with the adventure of science. We dreamed of a year of celebration, of thoughtful reflection, and the possibility of provocation without anger. We dreamed of a year of a thousand stories, of iconic theatre, dance, music and art, and of packed museums and exhibitions breaking all previous audience records. You will see from the positive facts and figures on the following pages that our dream came true. We did it, but more importantly, we did it together.

Millions of citizens, guests, and tourists attended hundreds of amazing events. New jobs have been generated in the creative industries, in hospitality, and in other sectors. Thousands of volunteers have been engaged in our activities. And citizens are prouder than ever of living in a city and a region offering such a rich cultural life.

The seeds we have planted in our year as European Capital of Culture will continue to grow in the rich soil of the new collaborations and partnerships formed, the emboldened cultural organisations and creative workers, the vision shared among municipal councils, the citizens energised by cultural experience – in short, among the barriers breached, and the bridges built.

European Capital of Culture Aarhus 2017 was the culmination of many years of hard work, but at the same time it is just the beginning of something powerful and sustainable, something that will continue to deliver value to the people of Aarhus and Central Denmark Region for many years to come. We could not have wished for a better legacy for our year.



Rebecca Matthews
Chief Executive Officer, Aarhus 2017 Foundation



Photo: Dav Jacobsen
Culture Night 2011, Aarhus

Six Strategic Goals and Key Performance Indicators

Building on the Six Strategic Goals from the Bid Book, the Aarhus 2017 Foundation set itself a number of ambitious targets. Key Performance Indicators were developed to track progress against these.

Throughout the delivery, the Aarhus 2017 Foundation has systematically monitored its activities across portfolios to document the value of investing in culture, and to learn from the process and the opportunity.

Cultural Impact

● Target ● Achieved

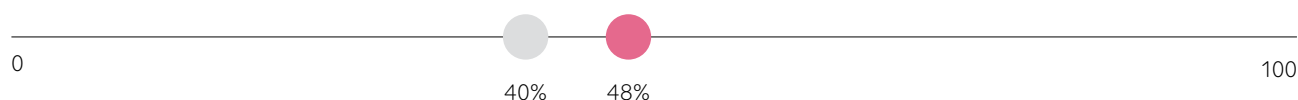
Stronger European relations

Projects with an international partner or cultural exchange within Europe



Stronger cultural sector

Projects aimed directly at developing skills and competencies



Social Impact

● Target ● Achieved

Activation of citizens through volunteering

Volunteers



Core volunteers



Diverse demography of volunteers

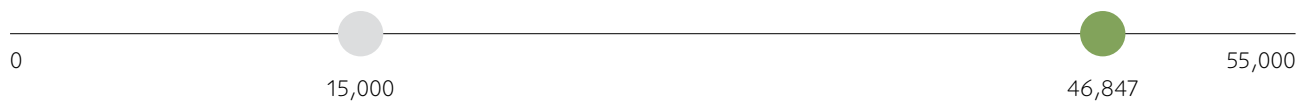
● 5 – 85 years ● 30% male and 70% female ● All regions of Denmark, and 85 nationalities represented

Activating citizens as audience

4 MEGA Events, average attendances



12 Full Moon Events, average attendances



Citizens' attended Aarhus 2017 programme activities across the Central Denmark Region
Epinion, January 2018



Activation of young citizens with little experience of cultural projects

Small-scale projects developed and delivered by project owners
under 35 years with limited experience of cultural projects

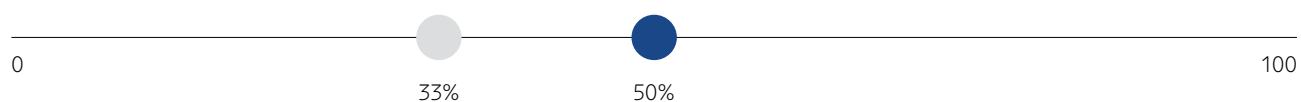


Economic Impact

● Target ● Achieved

More visitors to Aarhus and the region

Increase in overnight stays in Aarhus (2013-2017)

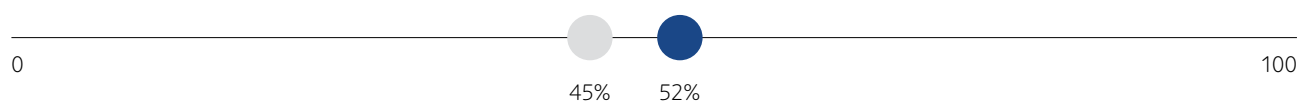


Increase in overnight stays in the Central Denmark Region (2013-2017)



Increase in overnight stays by international tourists in Aarhus (2013-2017)

[Statistics Denmark](#) and [VisitDenmark](#)



Stronger creative sector

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

[Statistics Denmark](#)

Image and Identity Impact

● Target ● Achieved

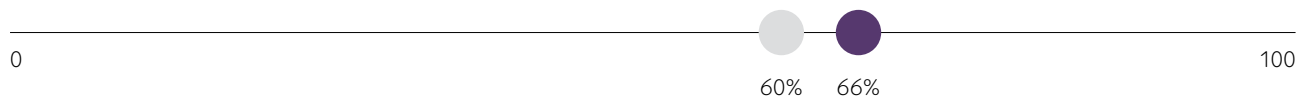
Enhanced visibility and awareness

Regional awareness

Epinion, January 2018



Citizens' success rating



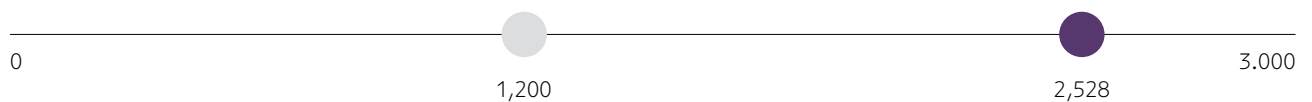
Danish media coverage in 2017

Infomedia

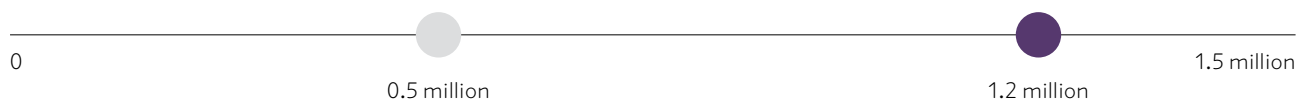


International media coverage in 2017

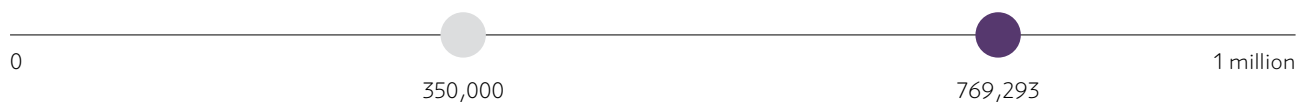
Meltwater

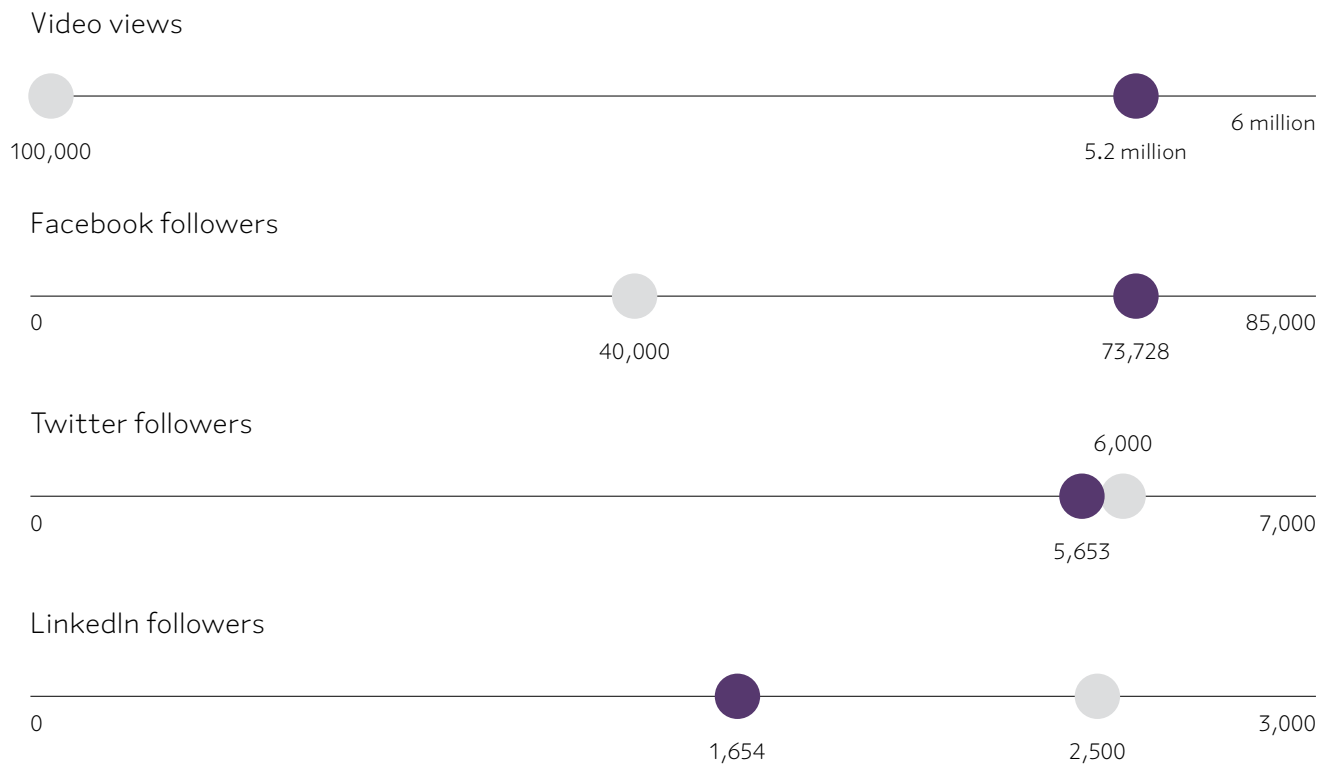


Website visits



Unique visitors to website





Political and Organisational Impact

● Target ● Achieved

Financial resources available

Fundraising from foundations, businesses and EU

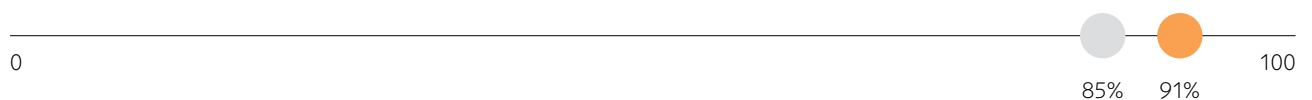


In-kind sponsorships



Stronger relations across sectors and between institutions

Projects working on a cross-institutional, cross-sectoral and/or interdisciplinary basis



Enhanced cross-sectoral cooperation

- Partnerships with and across the tourism, education, business, political and media sectors at regional, national and international level were established, and have flourished.

Executive Summary

The core purpose of European Capital of Culture is a celebration of culture, art, and creativity. Beyond its intrinsic value, culture is an essential component of social, economic, and environmental development. European Capital of Culture is a project with a long planning period which demands much strategic groundwork, but which offers the possibility of assessing and managing challenges and opportunities for the long term. The experience of many European Capitals of Culture over the past 30 years proves that culture can help us tackle those challenges and take up those opportunities.

The Aarhus 2017 Foundation set a number of ambitious targets for our year as European Capital of Culture, benchmarking against other European Capitals of Culture and large national and international cultural projects. 2017 has been a record breaking year in terms of tourism, employment, and attendees at cultural events, reaching and surpassing most Key Performance Indicators. Other cities have experienced that the title of European Capital of Culture creates value for the long term, to the extent that the true impact will only be measured and felt in full over the coming years and decades.

This document assesses the short-term impacts of our European Capital of Culture year across five core areas: cultural, social, economic, image and identity, and organisational and political.

European Capital of Culture Aarhus 2017 created a high-quality cultural programme presenting all forms of art and culture, working together with local, national, and international artists, institutions, and entrepreneurs. We ensured there was something for everybody to take part in. As a result, audience and visitor numbers have rocketed across the region. Under the theme of 'Let's Rethink', Aarhus 2017 worked with both established institutions and the up-and-coming. Our year produced a scaled-up cultural sector prepared to take on new challenges, work with new partners, test ideas, and explore new and untapped potential.

The Aarhus 2017 Foundation used culture to enhance social cohesion by encouraging community engagement and involving thousands of citizens in our inclusive volunteer programme. By cross-pollinating artforms, making use of urban space, and offering more than half of the programme free of charge, culture was made accessible to new audiences.

Our economy has developed strongly from the substantial increase in tourists to Aarhus and the region, creating new jobs and driving growth for businesses. By investing in our creative industries, Aarhus 2017 has enhanced Denmark's position as a global player in the creative economy. Targeted communications generated enormous amounts of positive media coverage in prominent media channels all over the world, shaped a strong brand for the city, region and nation, and raised our profile globally, boosting citizen pride and confidence along the way. Through good governance and careful strategic planning and management, the Aarhus 2017 Foundation has provided a much-needed national narrative of a large cultural

project delivering high quality, on time, and on budget. The Foundation worked at all levels and across all sectors, and brought together public authorities, cultural institutions, and businesses, showing just how much can be gained from collaboration with culture as the focal point. The long-term perspective of investing in culture goes far beyond these initial documented results. Aarhus 2017 leaves a powerful and promising legacy of a curious and courageous mindset, ready and able to explore the potential of using culture as a catalyst for change, and committed to securing continued positive outcomes in the years ahead.

Aarhus and the region in context

Aarhus is located on the East coast of the Jutland peninsula and with its 270,000 inhabitants (340,000 in the municipality), it is the second-largest city in Denmark. The history of Aarhus began with a fortified Viking settlement in the 8th century. Today, Aarhus is the cultural and economic core of the Central Denmark Region. Aarhus is Denmark's principal industrial port for container handling and an important trade hub. It is a centre for research and education, home to the world-renowned Aarhus University boasting 40,000 students. Aarhus is increasing by 4,500 people every year on average since 2008. Aarhus has a rich cultural life, with world-class museums and institutions and a thriving music scene.

The Central Denmark Region is one of five regions in Denmark, and is comprised of 19 municipalities and 1.3 million inhabitants, making it the second-largest region in the country. The Central Denmark Region spans from coast to coast, and the landscape varies from moors and dunes and windswept seas in the West to fertile farmland, lakes and bays in the East. The region has a vibrant economic life, with strong competencies in knowledge-based

industries, research, and education. Food processing, wood and furniture industries, textiles and clothing, metal and production technology are all industrial strongholds of the region.

In 2007, Aarhus Municipality made a bold decision to bid for European Capital of Culture in 2017. From 2008-2012, the ensuing bid development involved consultation with more than 10,000 people across the Central Denmark Region. The outcome of this process was our theme Let's Rethink, positing culture as a way to explore and respond to common challenges such as unemployment, climate change, financial crisis, urbanisation, and social exclusion. Aarhus was awarded the title on 24 August 2012. From that point onwards, based on coherent strategic business planning from the 6 Strategic Goals of the Bid Book, the Aarhus 2017 Foundation's focus has been to secure long-term impact.

Aarhus 2017 set out a clear Vision and Mission.

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.

Methodology

The data used to document European Capital of Culture Aarhus 2017 is primarily collected by the Aarhus 2017 Foundation, with the purpose of monitoring and overseeing the development of the 442 projects.

Since 2013, the Aarhus 2017 Foundation has collected monitoring data on an annual basis, and in 2017 the data collection was extended to include audience counts at the 628 events in the European Capital of Culture programme. Monitoring data has been collected via questionnaires sent to project owners. When a number of audiences or participants is specified, the figure is based on information from the projects. Aarhus 2017 has subsequently secured that the figures are accurate and in accordance with Aarhus 2017's guide to audience counting. Only when specified, we refer to unique visitors.

In addition to the information provided by the project owners, data from the event calendar on www.aarhus2017.dk has been used. In order to secure data for all impact areas, including cultural, social, economic, image and identity and political/organisational, data from a number of external sources has been used, including Statistics Denmark, VisitDenmark, COWI, VisitAarhus, Epinion, Meltwater, Infomedia, Seismonaut, as well as the evaluation partnership with Aarhus University rethinkIMPACTS 2017.

References to external data sources are made where appropriate. Our website, www.aarhus2017.dk, provides access to data sources, detailed briefs on methods, and background information.

A photograph of a residential area at sunset. In the foreground, a metal frame structure, possibly a playground or art installation, is visible. The text "THE SAME FOR EVERYONE" is displayed in large, glowing yellow letters across the frame. The background shows a row of small, colorful houses with dark roofs, and a distant landscape under a sky with soft orange and blue hues. A tall, thin pole with a light fixture stands to the right of the frame structure.

THE SAME
FOR
EVERYONE

Photo: Lucas Adler

The Same For Everyone, Nathan Coley

part of Coast to Coast, Aarhus, Herning, Lemvig, Randers, Ringkøbing-Skjern, Silkeborg, Skive, Struer, Syddjurs, Viborg



Cultural Impact

A stronger and more
connected cultural sector



Photo: Henrik Bjerregrav
The People's Opening, Aarhus



A year like no other

2017 was the year that broke all records for tourism, employment, and attendances at cultural events across the Central Denmark Region. It was a year like no other. So much has happened, here and around the world – a world that is becoming more complex and more connected. According to the UN, by 2050 the world's population will grow to more than 9.5 billion, and over 70% will live in cities. If our cities are going to cope with this development, they will have to become 'smart' cities. Becoming European Capital of Culture provides an opportunity to be a smarter city, vibrant with ideas and alive to possibilities, providing meaning, inspiration, and joy for citizens.

Aarhus 2017 began the year as European Capital of Culture with a demonstration of mass joy to show how collective, creative life can unite people by expressing shared meaning and building pride. More than 76,000 people joined The People's Opening on 21 January 2017, creating a momentous occasion to address the things most dear to us:

- The environment and sustainability
- Our history, community and equality
- Building a more optimistic, resilient and democratically diverse society
- Voicing our hopes for the future.

'The choir at City Hall was amazing! [...] – it was fantastic. Those lights! The fireworks! Giant choir! It was an enormous pleasure! ...'

Audience interview, Opening Ceremony, rethinkIMPACTS 2017

'The Opening Ceremony has been a completely indescribable experience. [...] Absolutely crazy. It sizzles through the entire body – one is just so energized to keep on living...'

Audience interview, Opening Ceremony, rethinkIMPACTS 2017



3.3

million audience visits
at European Capital
of Culture Aarhus
2017 events



1.3+

million audience visits
at 4 MEGA Events and
12 Full Moon Events

'And suddenly I stood there weeping and it is one of the wildest things I have ever experienced. The people, the feeling of the deep connection and love of Aarhus, the untamed wildness of the soul as common denominator, the abolition of all cultural differences, because we are all just people with feelings and hearts and longings...That night was so magical, so unique and overwhelming.'

Sissel-Jo Gazan, participant, Opening Ceremony

Working together with new partners, in new ways, attracted new audiences and resulted in record visitor numbers for cultural institutions across the region.

Attendances

MEGA Events		Full Moon Events	
People's Opening Aarhus	76,000	Land of Wishes 19 municipalities	38,562
Røde Orm Aarhus	94,386	Set Worship Free Aarhus	2,920
The Garden Aarhus	593,500	Festival of the Century – Europa 1950-2000 Aarhus	41,579
Aarhus Finale harbour and city-wide concerts	23,000	Off Road Festival Herning	24,000
		Freedom Prison Horsens	6,000
		Snapsting – Rethink your audience Viborg	100,000
		EUtopia Aarhus	7,000
		Silkeborg Fire Regatta Silkeborg	280,000
		Watermusic Randers	15,342
		Rethink Reformation Aarhus	18,309
		Move for Life 12 municipalities	18,449
		A Shared Moment Finale Hvide Sande	10,000



Photo: Maja Theodoraki
The Garden, ARoS Aarhus Art Museum, Aarhus



Photo: Jan Keijser
The People's Opening, Aarhus

Attendances

Top 10 events

The Garden Aarhus	593,500
Silkeborg Fireworks Regatta Silkeborg	280,000
Life Boats Across Denmark	200,000
Aarhus Story Aarhus	192,700
Rethink Urban Habitats Aarhus	155,000
The Journey Aarhus	113,494
Snapsting -Rethink your audience Viborg	100,000
Røde Orm Aarhus	94,386
European Encounters Norddjurs	83,474
The People's Opening Aarhus	76,000

Increase 2016-2017

VisitAarhus and desk research

Museum Jorn Silkeborg	124%
The Prison Horsens	76%
Skanderborg Museum Skanderborg	69%
Kunsthall Aarhus Aarhus	56%
Museum Overtaci Aarhus	52%
Struer Museum Struer	37%
Viborg Kunsthall Viborg	36%
Theatre Katapult Aarhus	30%
Dance theatre Bora Bora Aarhus	28%
Museum Salling Skive	26%
Occupation Museum Aarhus	25%
Randers Art Museum Randers	20%
The Woman's Museum Aarhus	19%
ARoS Aarhus Art Museum Aarhus	17%
Aarhus Theatre Aarhus	17%

‘We simply could not fit in any more visitors’

Jacob Thage, CEO, Museum Jorn

‘Before the European Capital of Culture year even started, we had good visitor numbers, but in 2017, we have experienced an increase of 17%. And the annual accounts show the best ticket sales in 13 years with 114,000 guests. This increase is primarily due to Aarhus 2017 and we see the same trend with our colleagues across the cultural scene of Aarhus.’

Allan Aagaard, CEO, Aarhus Theatre

‘Our biggest Aarhus 2017 performance, Human Nature, broke the audience record of the theatre. Our old record was from 2004 and we nearly doubled that in 2017.’

Torben Dahl, CEO, Theatre Katapult



Photo: Lesley Leslie-Spinks
EDDA, Aarhus Theatre and Det Norske Teatret, Aarhus

All art forms and more

'If it were possible to start the process of European integration afresh, it must start with culture', said Jean Monnet, founder of the European Project.

Each European Capital of Culture has a 'hook', or theme, to bring focus to its approach. In Aarhus, Let's Rethink became our mantra, and put the spotlight on collaboration – among individuals, and across communities and borders, sectors and industries, nations and systems.

By rethinking everything, the Central Denmark Region has been transformed into a cultural laboratory where alternative solutions can grow and prosper.

The content of our year came from the 'bottom up' and the 'top down' and met in the middle, generating a potent mix of grassroots activities and curated highlights across the region.

We examined the specifics of our local DNA to craft a year that reflected the culture of our place, with its long and colourful history. New stories were created by commissioning works that could add commentary, quality, and truth to our core values: Sustainability, Democracy and Diversity. An investigation of the Past, Present and Future shaped our year, following the natural seasons and their colours – the darkness and the light – to influence our thoughts and works. Celebrate, Contemplate and Provoke were our creative motivations. By focusing our efforts through these trios, Aarhus 2017 was able to remain responsive and relevant to our ambition to rethink and the changing dynamics of the world around us.



13,708

event days



442

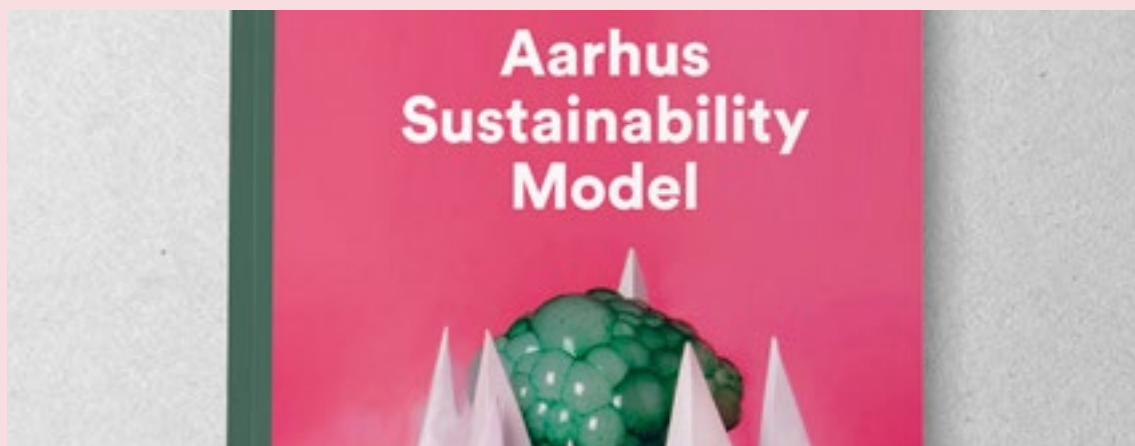
core projects



Photo: Lucas Adler
Gluttony, Barbara Kruger, part of Seven Deadly Sins, Lemvig

The Aarhus 2017 Foundation commissioned, created and curated 442 core projects, with numerous sub-projects, involving thousands of contributors and adding up to 13,708 event days. Our programme took in every art form – the visual arts, performing arts, literature, multidisciplinary works and applied arts, the creative industries and the broad sweep of culture including sport, food, science, and language. Our seven core themes sparked countless conversations.

Themes	Events
History	225
Liveability	106
Generations	74
Sport and Play	71
Gastronomy	41
Nature	39
Belief	34
...and more	



Aarhus Sustainability Model

Aarhus 2017 was the first European Capital of Culture to create a model for sustainable development in the cultural sector. The Aarhus Sustainability Model is a tool, guide and inspiration to anyone working with arts and culture. In partnership with Samsø Energy Academy and WorldPerfect, Aarhus 2017 ensured that sustainability remained a core value of European Capital of Culture. The cultural programme offered events

inviting audiences to reflect on and debate sustainability as well as motivating and inspiring politicians, urban planners and cultural institutions to act more sustainably. For example, the project Rethink Urban Habitats focused on strengthening the biodiversity of the city; and Hidden Places opened sustainable urban gardens throughout Aarhus.



Photo: Lucas Adler

History: Seven Deadly Sins

Gluttony, Pride, Lust, Sloth, Envy, Anger, and Greed are the Seven Deadly Sins described and classified in early Christian times. In 2017, leading Danish and international contemporary artists collaborated with seven art museums to rethink the seven deadly sins in society today. The challenge was to rethink the values of Western society, presented as seven large-scale exhibitions and a series of public programme events. The

participating museums were: Museum for Religious Art, Lemvig (Gluttony); Skovgaard Museet, Viborg (Pride); Randers Museum of Art, Randers (Lust); Glass Museum Ebeltoft, Ebeltoft (Sloth); MUSE@UM, Skive (Envy); Horsens Museum of Art, Horsens (Anger); and Holstebro Museum of Art, Holstebro (Greed). The seven exhibitions across the region attracted a total of 67,292 visits.



Photo: Aarhus School of Architecture

Liveability: Architecture Moves

Globalisation, climate change, urbanisation, technology and changing demographics are not abstract phenomena. They affect our cities and landscapes. We can see the changes, and we experience them in our everyday lives. The changes manifest themselves concretely and have physical form. 140 architecture students examined how architecture can seize these changes, impact our surroundings, and move us as

human beings. The Architecture Moves exhibition was the culmination of cooperative working between international experts and local stakeholders, and turned the urban space blue as Aarhus School of Architecture took over the urban realm and exhibited at train stations and in parks. The exhibition lasted 22 days and had more than 2,000 visits.



Photo: Montgomery

Belief: Set Worship Free

Reinterpreting the rituals of worship, the interactive and inter-aesthetic theatrical event Set Worship Free was presented at the iconic Aarhus Cathedral, setting the scene for a kaleidoscopic mash-up of dance, theatre, music, video installation, food, debate and reflection. The DJ collective, The Black School, joined with priests and actors, such as Per Vers, Lars Husum, and Kaspar Colling; opinion shapers; dancers from Don Gnu company; the restaurant Gastromé; and

Aarhus Gospel Singers to create a multifaceted experience that rethought worship and delivered it to the audience in ways they had never experienced before. As a visual welcome to set worship free, the artist duo Steen and Hejlesen created an interactive installation on the external walls of the cathedral. Set Worship Free was performed seven times and experienced by 2,920 attendants.



Photo: John Shin Hansen

Sport and Play: Move for Life

Move for Life was a series of events inviting participants to experience exciting and fun exercise activities. In collaboration with sports clubs, enthusiasts, local projects and municipalities across the region, Move for Life rethought sports, exercise and movement through the inspiration and integration of art and culture. The focus was on having a great time rather than being the best, and challenged the concept of being part of a sports community today. Move for Life was a beautiful and moving light parade of thousands of athletes in the streets; colourful experiences; urban running events; and movement across diverse

new communities. The activities gave the entire family a chance to work up a sweat and experience something out of the ordinary together. In Aarhus, the artwork Museum of the Moon was displayed, a new touring artwork by UK-based artist Luke Jerram. Measuring seven metres in diameter, the moon featured 1:500,000 NASA imagery of the lunar surface. Move for Life included more than 180 events across the region and attendances reached 18,449.



Photo: Martin Dam Kristensen

Gastronomy: Fish-à-Deli Circus

Denmark is experiencing a rapid development in the culture of local food champions, chefs and food lovers. With Fish-à-Deli Circus, SMAG, Aarhus 2017 and the Central Denmark Region challenged the usual contact between guests and chefs. With no waiters or menu cards, an involving and communicative performance was developed in which sustainably caught fish, cooked with local ingredients from the region, were the

stars of the performance. The scenography was a touring circus – the kind experienced at the beginning of the 1900's, with musicians, a circus master, horses, a strong man, and acrobats. During 2017, 420 people gathered at 4 dinners and performances by Fish-à-Deli Circus. The project will continue its magical performances and extraordinary food in 2018.



Photo: Jesper Kjær

Nature: Rethink Urban Habitats: Habitat: Aarhus

The city is not just a habitat for human beings, it is a place shared with all the other amazing species that inhabit our part of the world – some of which are animals whose decline in numbers Denmark, the UN, and the EU have committed to halt by 2020. Habitat: Aarhus was a large photo exhibition made up of 100 photos about nature in the city, intended to open

the eyes of the audience to the vast amount of life everywhere in Aarhus – bumblebees and hoverflies in the city parks, flowers growing through the pavement, and sea gulls at the harbour. The exhibition was developed by the Natural History Museum of Aarhus and Life Exhibitions, and ran for 150 days with an estimated 155,000 visits.

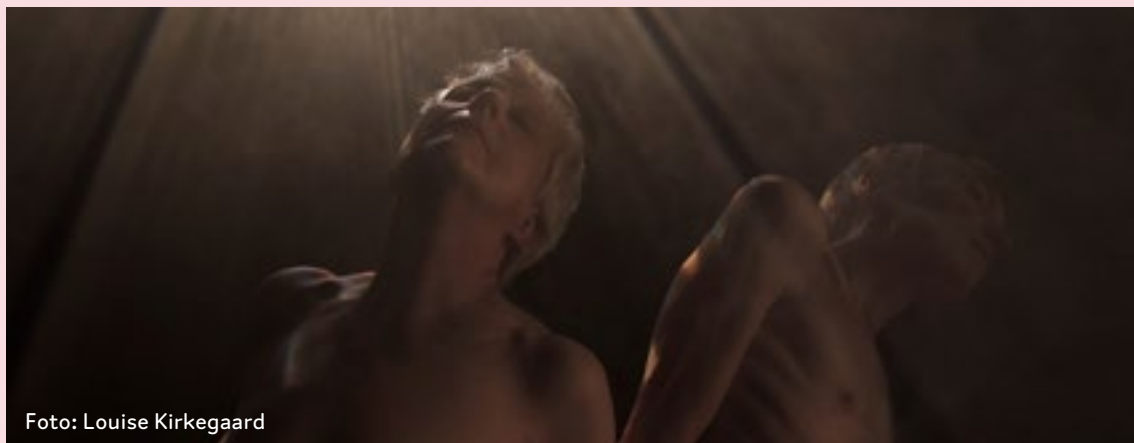


Foto: Louise Kirkegaard

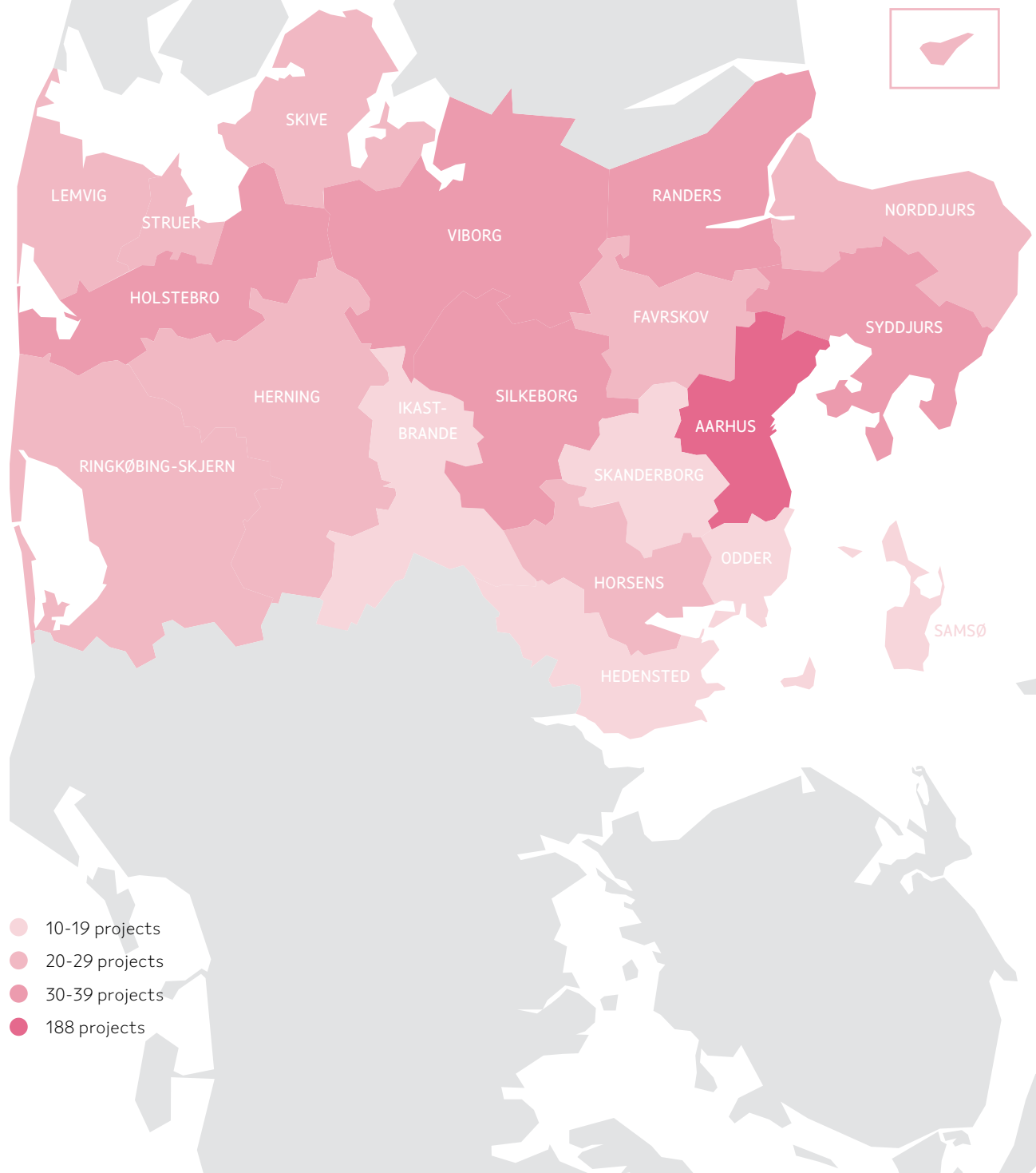
Generations: Rethink Ageing

Rethink Ageing changed our perception of growing older, by focusing on the 60+ generation in seven unique dance works and dance performances in the city's theatres and at site-specific locations in the city centre. With the trilogy Ageing, director/choreographer Nønne Mai Svalholm created performances with seniors, reflecting on the theme of ageing to inspire everyone to keep their bodies movin' 'n' groovin' and make the most of the wild days ahead.

In 2016, the first work, Circuit, premiered with 25 senior performers on stage. The second work, Ultima, was performed in 2017, as a solo and ensemble work that unfolded an artistic expression of authentic power and fragility tied into older bodies, minds, and sensations. Ageing was experienced by 785 attendees in 2017, and the third and final part of the trilogy will be developed in 2018.

Art forms	Events
Visual arts and exhibitions	163
Music and sound	135
Performing art	85
Design	47
Film and animation	39
Architecture	37
Literature	14
... and more	

Regional spread of project activities



Something for everyone

Danish and European, local and global, Aarhus 2017 offered something for everyone. We made sure that there was content to appeal to all tastes, all interests, all ages, all levels of ability, education or employment.

With ticketed and free events, on land and on water, indoors and outdoors, large and small, there were numerous opportunities to join in.



60%

of Aarhus' citizens
attended Aarhus 2017
events

Epinion, January 2018



52%

of Aarhus 2017's
events were
free entry



16%

of all Danes attended
Aarhus 2017 events

Epinion, January 2018



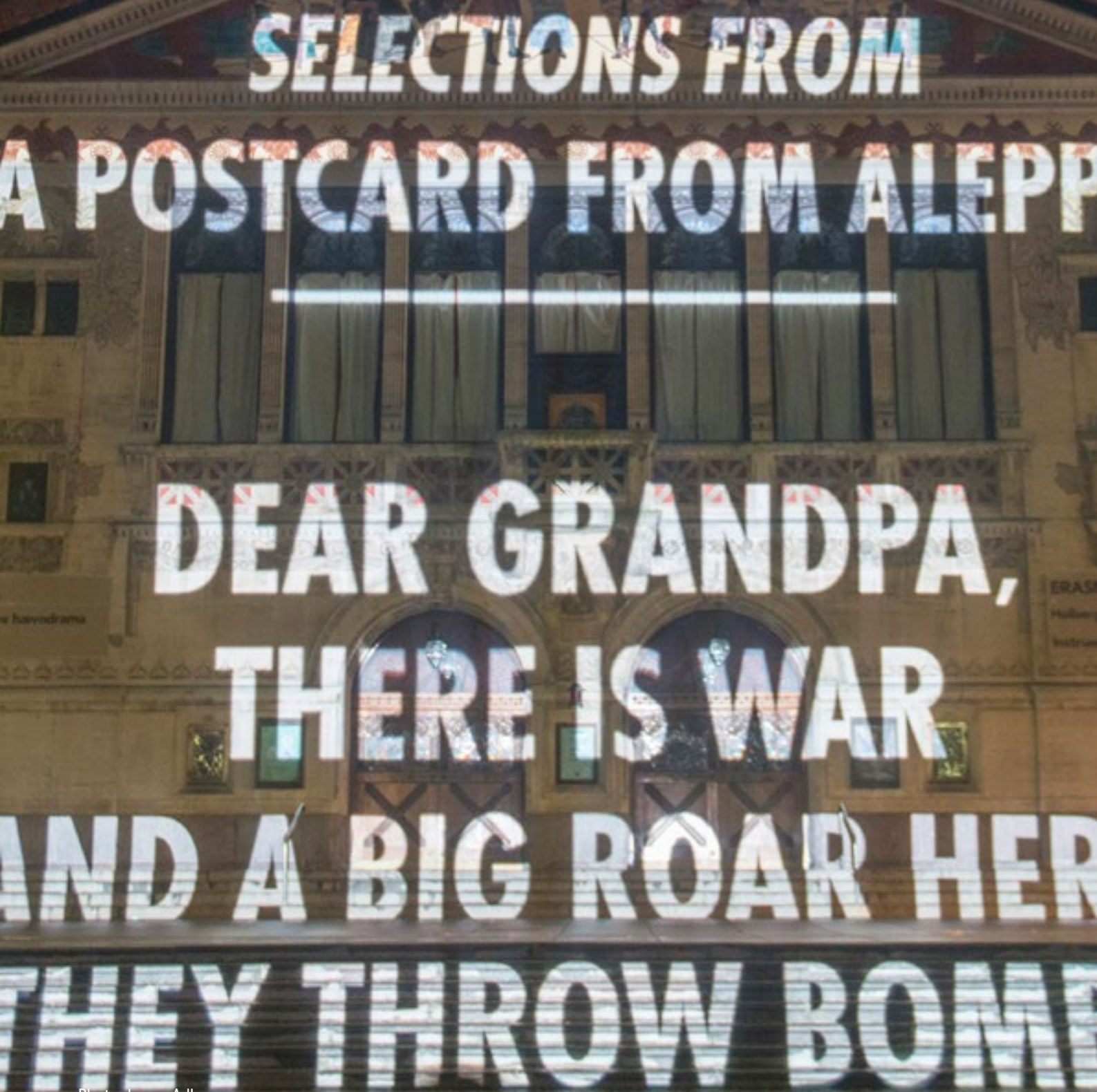
40%

of Central Denmark Regions citizens
attended Aarhus 2017 events

Epinion, January 2018



Photo: Søren Pagter
Watermusic, Randers Egnsteater, Randers



**SELECTIONS FROM
A POSTCARD FROM ALEPP**

**DEAR GRANDPA,
THERE IS WAR
AND A BIG ROAR HERE
THEY THROW BOMBS**

Photo: Lucas Adler
FOR AARHUS, Jenny Holzer, part of Coast to Coast, Aarhus

Citizens found the cultural events:

rethinkIMPACTS 2017

Moving Fun
Involving Sensual
Inspiring Intellectual
Provoking



62% average
in 2017

of regional inhabitants believe it
was a good decision to become
European Capital of Culture

rethinkIMPACTS 2017



92%

positive audience feedback on
MEGA and Full Moon Events

rethinkIMPACTS 2017

Selected reviews

5/6 stars ★★★★★

Kristeligt Dagblad, 21 November 2017

Philip Glass

'For this to happen last Sunday in the Concert Hall of Aarhus must be one of the most beautiful indications of the status of the city as the European Capital of Culture in 2017.'

5/6 stars ★★★★★

Gaffa

Michael Jose Gonzales, 19 November 2017

Anohni + Aarhus Symphony Orchestra + Clemens Concert Choir

'[...] Anohni sends us out in the November night with a tear in our eye, well knowing that we have just experienced one of those unforgettable concerts, which will stay in the body for days.'

5/6 stars ★★★★★

Morgenavisen Jyllands-Posten

Henrik Lyding, 9 November 2017

Open hearts

'[...] most important of all is the bravery.'

5/6 stars ★★★★★

Kristeligt Dagblad

Lise Majgaard, 17 October 2017

Edda

'In Wilson's aesthetics, all details are thoroughly choreographed and filled with symbolism all the way down to sparkling, mythical creatures with low-tech mechanical rhythms.'

6/6 binoculars ★★★★★★

Teaterkikkerten

Natalie Gøttsche Jakobsen, 16 October 2017

Edda

'Through his meticulous and precise aesthetics, he tells the history and the knowledge hidden within the myths in a much clearer and approachable way for the audience.'

6/6 stars ★★★★★★

Kristeligt Dagblad

Lisbeth Bonde, 10 October 2017

Cindy Sherman

'She creates precise, critically awake and aesthetically refined art.'

6/6 stars ★★★★★★

Gaffa

Lise Sastakauskas, 3 September 2017

Watermusic

'[...] a truly innovative and successful performance, where both music, sound and lighting came together in a highly unity, which gathered both young and old.'

5/6 stars ★★★★★

Aarhus Stiftstidende

Kirsten Dahl, 2 September 2017

Complexity of Belonging

'The performance is beautiful, strong in its violence and fantasy and successful in its presentation of a highly relevant crisis of identity and present life. It protrudes as only an exceptional choreographer, director and dramatist of considerable stature is able to perform.'

4/5 stars ★★★★★

The Guardian

Clare Brennan, 4 June 2017

Røde Orm

'With its simple plot and outsize characters, Røde Orm gently pokes fun at stereotypes and offers its audiences a chance to rethink, perhaps what it means to be Danish, but certainly what it means to be a hero/ine.'

6/6 stars ★★★★★★

Aarhus Stiftstidende

Christian Salling, 2 June 2017

The Garden

'The Garden raises the artistic bar to new standards in a new concept for exhibitions, which overruns anything seen in Aarhus until now. Simply, The Garden is out of category in the setting of Aarhus.'

5/6 hearts ★★★★★★

Politiken

Mathias Kryger, 1 June 2017

Socle du Monde

'[...] with the cross-readings that this type of open curating leads one to, there is space for both oneself, for the cosmos, for chickens, eggs and for the joy of the anal and the fecal – simply, the joy of creating.'

6/6 stars ★★★★★★

Morgenavisen Jyllands Posten

Lars Svanholm, 19 February 2017

Seven Deadly Sins

'As a perceiver one is lead through life from birth to death in a series of 18 large charcoal drawings, and in the sculptures, Lust acts both ice cold and hot as hell. [...] Phrases rooted in words and bone set a scary and yet fascinating environment.'

6/6 stars ★★★★★★

Berlingske

Anna Liisberg, 13 February 2017

Erasmus Montanus

'Christian Lollike's Erasmus is at all levels a rethought classic which one can only dream of [...]'

6/6 stars ★★★★★★

Morgenavisen Jyllands Posten

Lars Svanholm, 10 February 2017

Jorn + Munch

'In relation to the exhibition Jorn+Munch it is insignificant to describe a top and bottom standard of the two artists [...] as everything balances on an extremely high level.'

6/6 stars ★★★★★★

Aarhus Stiftstidende

Kirsten Dahl, 29 April 2017

Tree of Codes

'The ballet is filled to bursting point with breathtaking beauty, impressive brute force, captivating music and a visual design, which continuously fascinates in new ways.'



92

events for children and families in the Aarhus 2017 programme

Children were at the heart of our year. Nearly 40,000 people across the region were involved in our Children's Opening, Land of Wishes, on 20 January 2017 – the first dedicated Children's Opening staged by a European Capital of Culture. Together with the globally renowned Hay Festival, we also created an International Children's Literature Festival featuring authors from all over the world.

Dance Baby Dance was a 10-day dance festival created by Danish and international companies, inviting 0-4-year-olds to get involved in interactive performances. These, and a series of other events including Design to Improve Life, School Olympics, My Playground and the GrowOP! Festival, ensured that even the youngest citizens and visitors enjoyed the year, moved their bodies, and made inputs into their own futures.



Photo: Imaginart
Dance Baby Dance, Bora Bora, Aarhus



Photo: Brian Rasmussen

International Children's Literature Festival – Hay Festival Aarhus 2017

Aarhus 2017 joined forces with the Hay Festival and presented the first International Children's Literature Festival in Denmark. 39 of the best European children's authors under 40 were invited to write new works based on the theme Journey and presented as an anthology of stories. The festival took place in Aarhus' new library DOKK1, where the best of European children's literature was showcased,

and children, parents and teachers could experience Danish and international speakers. The International Children's Literature Festival offered experiences for children of all ages, as well as meaningful debates and talks for professionals and everyone interested in the magical world created in literature for children and young adults. The festival lasted four days and 19,000 children, teachers, parents and others took part.



Photo: Brian Rasmussen

My Playground

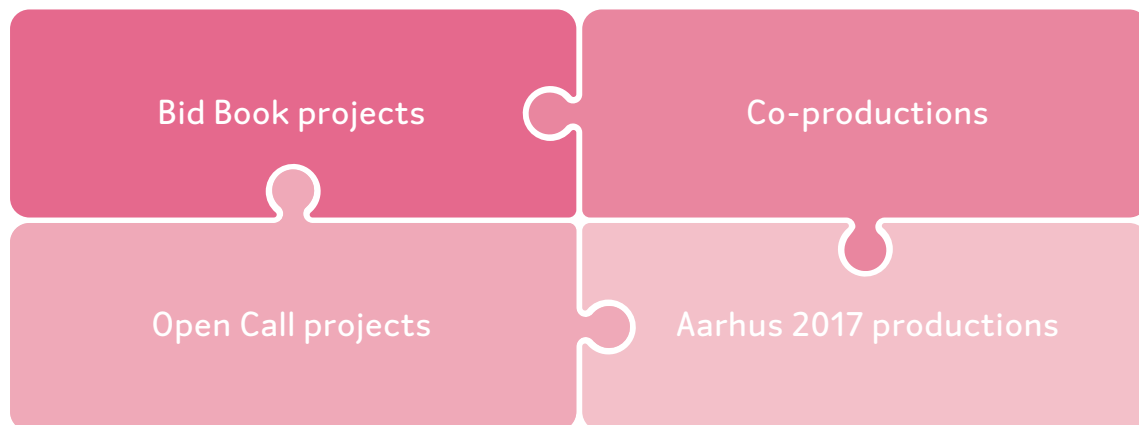
From an early age, children learn to use, train and trust their bodies, becoming fit to face their future lives. Presented by Gustin Landscape and Aarhus 2017, and supported by Nordea-fonden, child play experts and architects were consulted to rethink the playground and create a new, moveable play environment that activated the body in a hyper-sensorial setting. My Playground was an innovative and poetic

answer to the playscape of the future. In 2017, My Playground visited four Danish cities in the region, Randers, Hadsten, Holstebro and Aarhus and was open 176 days in total and had 57,495 visits by children and playful souls. My Playground has now been permanently placed in Holstebro, where it will continue to encourage children to use their bodies.

Local anchoring

The Aarhus 2017 programme was always designed to ensure local anchoring and capacity development. 80% of the cultural content of our programme was created by external project owners with grants from the Aarhus 2017 Foundation. Many of these projects came forward as part of the bid phase or as part of Open Calls, while others were created in consultation with Aarhus 2017.

20% of the programme was produced by the Aarhus 2017 Foundation itself, primarily major events and international highlights. This mixed model of programme creation allowed us to present the best of our region alongside, and interwoven with, international inspiration. The majority of activities took place in 2017, but the preceding years saw strategic development for many projects.



'In particular, Aarhus 2017 has succeeded in creating a massive programme that resonates with the citizens, but at the same time includes extraordinary highlights.'

Morten Hesseldahl, CEO, The Danish Royal Theatre



Bid Book project example: Urban Lab

With the aim of setting a new agenda for city space and urban life development, Urban Lab was rooted in eight areas in the Central Denmark Region that share similar challenges in civic design. The project rethought the social and structural quality of future city spaces with a range of urban art and culture space initiatives.

The outcome of the project, which ran from 2014-2017, was presented at two conferences; City Life Without People – The Sensing of Urban Space, and Future Urban Spaces – Rethink the Solutions. 257 people participated in the conferences, with an estimated 6,250 participants in the urban art and culture initiatives in public spaces.



Open Call project example: My Icarus Complex

My Icarus Complex was more than just a dance piece, it was an exciting step into the field of site-specific performance art. The audience arrived at sunset at an old flight hangar located in a former military airbase on Djursland, selected by award-winning director and choreographer Troels Primdahl as the atmospheric location for his thought provoking and poetic inter-

pretation of the rise and fall of Icarus. An international ensemble of dancers carried the audience through the many psychological layers of the old myth. The piece also featured the Danish electronic musician Esben Valløe with his techno crew, MÈRCY, and the acclaimed poet Caspar Eric. The piece was performed three times and experienced by 490 people.



Co-production example: Tree of Codes

Tree of Codes was co-produced by Manchester International Festival, Park Avenue Armory, FAENA ART, Paris Opera Ballet, Sadler's Wells and Aarhus 2017, and presented by Aarhus Concert Hall and Aarhus 2017. Tree of Codes was a breathtakingly rhapsodic encounter between music, dance, light and structure, and a stunning collaboration between three world-class artists. Brought to life by Jamie xx's scintillating score, Olafur Eliasson's dazzling visual designs, and Wayne McGregor's visceral choreography, danced by members of his own company alongside the stars of the great Paris Opera Ballet, Tree of Codes was a

hypnotic immersion and multi-layered theatre of the sublime. Based on Jonathan Safran Foer's novel, the ground-breaking and audacious theatrical presentation received standing ovations at its premiere at the Manchester International Festival, at the Armory in New York, and in Aarhus. Tree of Codes was performed six times and sold 9,262 tickets in Aarhus. The performance continued on tour to the southern hemisphere, and was nominated for Best New Dance Production 2017 in the 2018 Olivier Awards.



Aarhus 2017 production example: Finale

On 9 December 2017, Aarhus 2017 thanked all contributors to our year with the Finale Event, where the baton was handed over to 2018 European Capitals of Culture, Valletta in Malta and Leeuwarden in The Netherlands. Stretching from coast to coast, events in Hvide Sande and Aarhus symbolically tied the region together. In Hvide Sande, a musical spectacular was performed on land and at sea by professionals and local performers. The show was live-streamed at Aarhus

Harbour and followed by an epic poem and visual animation created by local poet, Mads Mygind, musician, Anders Boll, and producers, Plotpoint, culminating in fireworks to start the party with more than 75 free concerts in 20 venues across Aarhus. 10,000 people participated in the show at Hvide Sande, and 23,000 people joined the celebration in Aarhus.

Grassroots engagement

The Aarhus 2017 Foundation seeded the grassroots of the next generation of creative talent with the OFFTRACK initiative, providing access to funding, networking, and best practice exchanges. Young talents in the Central Denmark Region were mentored and nurtured by a network of eight experienced operators within crea-

tive businesses including music, sound and poetry, gastronomy, sport and street culture, architecture and spaces, film and animation, performing arts, theatre and dance, and visual arts/street art, allowing the up-and-coming to learn and gain experience.

'Rock The Region delivered even more than expected; a strong collegial community around the region's growth layer, an overview of the talent mass, constructive relationships with the professional music networks, and large audiences for new music are just some of the overall gains.'

Ricco Andie Jensen, Project Manager, Rock The Region
(OFFTRACK music, sound and poetry)



102

grassroots projects received
seed funding and support
from Aarhus 2017

'Since PRAAK was given a grant from Aarhus 2017, we had a three-day performance at Godsbanen's open stage in September 2016 that exceeded all expectations. It encouraged us to apply for a spot at CPH Stage and Stockholm Fringe Festival in 2017. Both applications were successful... I am certain that without the grant from OFFTRACK, 2017 would not have been as successful for us as it turned out – so thanks!'

Mie Kanø, Co-founder and project manager, INUIT by PRAAK
(OFFTRACK performing arts, theatre and dance)

Inviting the world

The world was present in our year in a big way. First and foremost, the Aarhus 2017 programme reflected a strong sense of belonging to the European community. 79% of Aarhus 2017 projects were developed in collaboration with international partners or encompassed cultural exchange within Europe, and 1,200 European artists contributed to the cultural programme. In total, some 64 different countries across five continents were part of Aarhus 2017, making our year truly global.

Aarhus 2017 invited international artists to create new works for our year and co-commissioned major productions with festival partners such as Paris Opera Ballet, Manchester International Festival, Hay Festival, Hull UK City of Culture and international production companies and artists, including Public Movement, Blast Theory, Angelica Mesiti, Wayne McGregor, Philip Glass, Berlinde de Bruyckere, and Aarhus 2017 Artist in Residence, Anohni. Through art and culture, Aarhus 2017 asked pertinent questions about our European context, our shared sense of community, and the things that both bind us and challenge us. Along the way, we manifested our belief that artists are our most valuable philosophers. Their work offers us great beauty, deep thought, and provocative intent, and provides us with countless ways to contemplate and celebrate our humanity.



Photo: Asbjørn Sand

2097: We Made Ourselves Over, Blast Theory, UK City of Culture Hull 2017 and European Capital of Culture Aarhus 2017, Aarhus



Photo: Kay Campbell
Rescue, Public Movement, part of Little Rebellions, Aarhus

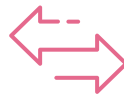
'It has been a fantastic year for Aarhus – and it has put Aarhus on the map internationally. The quality of the artists invited was of such a high standard.'

Lone Britt Christensen, Cultural Attaché,
The Danish Embassy in London



1,200

international artists contributed
to the cultural programme



73

projects included residencies
or exchanges with Europe

'Aarhus has been a superb European Capital of Culture, super big, modern and at the same time personal, humane and sensitive. I loved your programme and the way you have brought everything together'

Georgia Doetzer, Artistic Programme Director,
European Capital of Culture Pafos 2017



Photo: Angelica Mesiti
Mother Tongue, Angelica Mesiti, Aarhus



40%

of new international collaborations
are expected to continue

'The British Council is really sad that such a fantastic, marvellous and moving year has come to an end. It has been amazing working with the Aarhus 2017 Foundation and we hope to continue the relationship with Denmark into 2018. The legacy is sure to be amazing.'

Kitty Corbet Milward, Nordic Arts, British Council

'For European Capital of Culture Aarhus 2017, the director Juliana Engberg forged the possibility for me to workshop new ideas and expand upon existing works and practices in a fertile and dynamic setting. In response, I staged the exhibition Future Feminism, curated a month-long series of workshops, lectures, roundtable discussions and performances featuring visiting artists, environmentalists, scientists, activists and politicians, exhibited a large scale four channel video work 'Silent Hopelessness' projected on the facade of the Aarhus Concert Hall, performed a concert of newly commissioned arrangements with Aarhus Symphony and Concert Clemens Choir, and recorded the music during an extended series of sessions. I remain grateful.'

Anohni



Future Feminism

The interdisciplinary artist and musician Anohni was artist-in-residence for Aarhus 2017. Anohni's moving bodies of work, her passionate environmental advocacy, and her courage to envision a future protected, made her a creative force in a year which inspired people through the pursuit of diversity, sustainability and democracy. Anohni gave a special performance with Aarhus Symphony Orchestra in Aarhus Concert

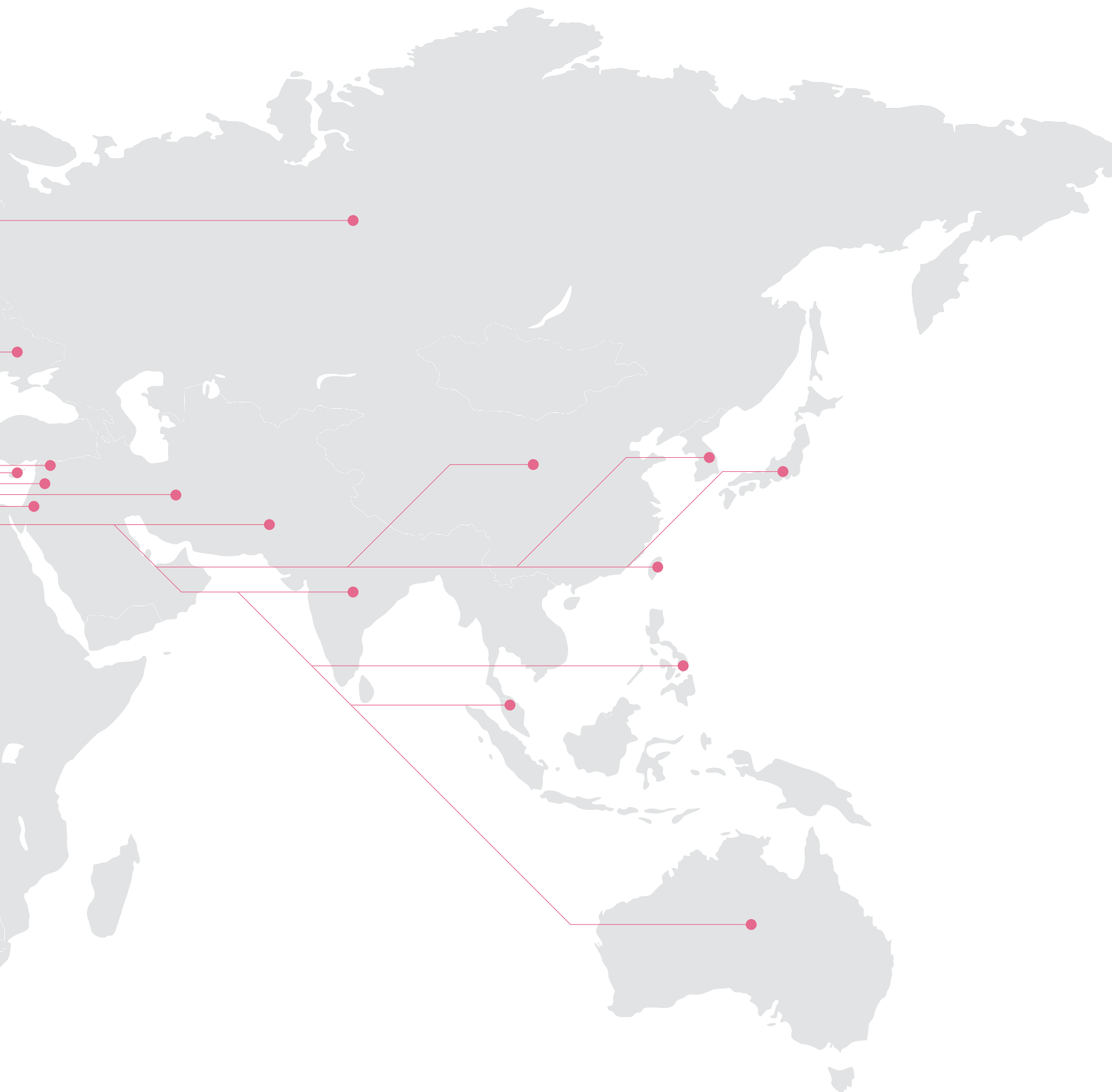
Hall, attracting a sold-out audience of 1,564. During her stay, Anohni invited her New York-collaborators Johanna Constantine and Kembra Pfahler to Aarhus, and together they created the exhibition Future Feminism in Aarhus 2017's own exhibition gallery, 'O' Space. The exhibition ran for 20 days, during which time the artists arranged 19 talks and debates. In total the exhibition had 4,033 visits.



Photo: Brian Rasmussen
Anohni in Concert, European Capital of Culture Aarhus 2017, Aarhus Symphony Orchestra and Musikhuset Aarhus,
part of Legends, Aarhus

International partners and artists





Scaling up the cultural sector

The Aarhus 2017 Foundation worked in partnership with a multitude of organisations to create sustainable change and ensured skills were lifted and experience embedded. Nearly half of our projects – 48% – were purposed for developing competencies in the cultural sector. Being a part of European Capital of Culture has benefitted cultural institutions and project partners, not only through grants for project development, but also through artistic guidance, new networks and a strong international marketing platform, allowing partners to raise ambitions and take new paths.

Our support for partner organisations enabled them to work with some of the best artists of our time, building their own capacities in the process. We opened doors, ushered in global networks, and made new friends in the cultural community. 91% of the projects were implemented together with other institutions, with partners from other sectors, and with partners from other artistic disciplines. We trust these relationships will be profound and long-lasting.

'Aarhus has grown through the last 10 years and shaken off its provincial vibe. The rest of Denmark can learn from this. We all need to be more daring and ambitious.'

Peter C. Kjærgaard, CEO, National History Museum of Denmark

'With the European Capital of Culture title, we had a financial injection and increased attention which provided us the opportunity to test new ways of collaborating and we will try to maintain the new relationships.'

Mads Kähler Holst, CEO Moesgaard Museum



141

projects have become part of a new network at regional, national or international level



91%

of projects were implemented with other institutions, sectors or disciplines



Photo: Aarhus Theatre, Emilia Therese
Erasmus Montanus, Aarhus Theatre, Aarhus



'We have successfully developed performance art, and we will bring the experiences gained with us into the future. We are experiencing an increased interest from renowned artists from Denmark and abroad and we established a number of exciting partnerships in the European Capital of Culture year, from Robert Wilson and The Norwegian Theatre to Aarhus Harbour and the local business community. I believe that we are artistically stronger after Aarhus 2017 than we were before.'

Trine Holm Thomsen, Theatre Director, Aarhus Theatre



Photo: Aarhus 2017 Academy

Aarhus 2017 Academy

Aarhus 2017 Academy was a strategic partnership between VIA University College, Aarhus University, and Aarhus 2017. VIA University College and the University of Aarhus established the Aarhus 2017 Academy to explore the relationship between knowledge, education, arts, culture and business. Aarhus 2017 Academy was a learning platform that collected, created

and shared knowledge on the creative industries to explore and grow their potential. The project included topical events and workshops on, for instance, creative business start-ups and the television industry. Furthermore, Aarhus 2017 Academy organised summer schools on cultural learning, culture production and cultural management for 1,100 participants.

'The programming and financial support from Aarhus 2017 has enabled us to do things that we would not normally have done, including presenting the Bier Trilogy, Tree of Codes, and Legends, with three world-renowned artists performing on the same weekend. And as audiences have also responded really well, we are very likely to be more daring in the future.'

Jan Christensen, CEO, Aarhus Concert Hall

'Aarhus 2017 has enabled us to perform works that we would otherwise have struggled to stage, and this has been an exciting boost for both the orchestra and the audiences. We had three sold-out concerts with Beethoven's 9th, and overall we have benefitted greatly from Aarhus 2017. These projects would not have been carried out if we had not had the support from Aarhus 2017, and the great enthusiasm that the major Aarhus 2017 projects have triggered has positively affected the orchestra.'

Kristian Rahbek Knudsen, Music Director, Aarhus Symphony Orchestra

Selected awards and nominations

The Art Directors Club Awards and WARC Awards in New York

Innovation/Experimental Design: Between Music for AquaSonic

April 2018

ARoS Triennial The Garden – End of Times , Beginning of Time

Awarded Global Fine Art Award (GFAA) in New York

March 2018

Nomination for the 2018 Olivier Awards

Tree of Codes was shortlisted for Best New Dance Production

March 2018

Artbeat Awards 2018

Aarhus 2017 was nominated for the Main Award at the Artbeat Awards 2018

February 2018

Central Denmark Tourism Prize 2017 – Tourism GROWTH Award: The Prison in Horsens

The Prison received the main award for transforming from a closed world to an open experience economy in growth in a short time.

January 2018

Central Denmark Tourism Prize 2017

Thematic award: Museum Jorn, Silkeborg

January 2017

Central Denmark Tourism Prize 2017

Thematic award: The Boundless Kitchen, Ebeltoft

January 2017

The Best of the City 2017 – Aarhus Stiftstidende

Best cultural experience – Official Opening of
European Capital of Culture Aarhus 2017

November 2017

The Best of the City 2017 – Aarhus Stiftstidende

Special and honorary award: Rebecca Matthews
'We have decided to commend an effort beyond
competition. An outstanding accomplishment
benefitting the citizens of Aarhus, for the reputa-
tion of the city and the cohesion across Jutland ...'
Peter Kramer, Chair of the jury

November 2017

MARIA-prisen - HORESTA's marke- ting award – to Peer Kristensen

'VisitAarhus' work and the positive development
in tourism has culminated in 2017 maximising the
outcome of the city's title as European Capital of
Culture and the international focus....'
Jens Zimmer Christensen, Chair, HORESTA

November 2017

Aarhus Municipality's City Architect's Special Award Temporary architecture 2017

Harbour Magnets

October 2017

German Design Award 2018 – The Opening Ceremony

Best Event: battleROYAL and Chris Moylan

October 2017

The Ishinomaki International Film Festival i Japan

The Ishinomaki International Film Festival in Japan

July 2017

Gold Quill International Association of Business Communicators

2017: Programme launch in Aarhus Theatre

October 2016

2016: The Journey to 2017 in Ridehuset

April 2015



Social Impact

Active and engaged citizens

'I think that Aarhus as European Capital of Culture has proved that every penny invested in a lively, curious cultural life is the best breeding ground for diversity, inclusion, integration, meaningful lives and enhanced public health. And that's many birds with one stone.'

Gitte Madsen, Former Head of Entertainment, TV 2



40%

of Aarhus' citizens believe that culture makes Aarhus a good place to live

Epinion, March 2018



46%

of Aarhus' citizens believe Aarhus 2017 contributed to Aarhus being a good city

Epinion, March 2018



86%

of Aarhus' citizens believe that Aarhus is a city that embraces diversity

Epinion, March 2018



Photo: Angelica Mesiti
Mother Tongue, Angelica Mesiti, Aarhus

Engagement through volunteering

Thousands of people took an active role in our year, as part of our ReThinkers volunteer programme. 4,535 volunteers, representing all regions in Denmark and 85 nationalities, dedicated their time and talent to help with the implementation of European Capital of Culture Aarhus 2017, and they took great pride and satisfaction in their efforts. Aarhus and the region are at the forefront when it comes to involving citizens in decision making. Volunteering is more than just a means of ensuring that large events are successful; evidence shows increased cohesion and well-being in neighbourhoods where people volunteer.

ReThinkers were deeply engaged in more than 110 projects, including the Opening Ceremony, Røde Orm, Hay Festival, My Playground, and LifeBoats. Volunteers were also engaged as hosts for cruise ship arrivals, and welcomed passengers on 29 cruises in 2016 and 36 arrivals in 2017, all in all greeting more than 82,000 visitors to Aarhus in 2017. The Aarhus 2017 ReThinkers programme contributed substantially to Aarhus winning the title of European Volunteering Capital 2018, with Crown Princess Mary as Patron. The ReThinkers will continue to support events and welcome visitors, now under the auspices of VisitAarhus and Aarhus Events.



72%

of projects involved
volunteers



4,535

ReThinkers



Photo: Per Bille
Our Rethinker volunteers, Aarhus



Photo: Per Bille
City host, Aarhus

'Last month, we visited Aarhus as a stop on our cruise. I have to confess, I knew nothing of the city and saw it as a bit of a 'gap filler' on the trip, but I was happily proven wrong. As soon as we stepped off the ship there were people to greet us and make us feel so welcome, offer directions and advice... As we walked up there, we passed other helpers on the way, all friendly and helpful, not at all pushy, just wanting to make sure we had a great visit... We live close to Liverpool and saw the amazing changes in the city in the run up to it being European Capital of Culture in 2008.'

Lynda Lever, cruise ship passenger

Volunteer demography

Age	Female	Male
0-19	166	76
20-29	775	281
30-39	303	126
40-49	385	160
50-59	574	211
60-69	600	317
70-79	158	100
80+	8	6

The Aarhus 2017 Foundation aimed at building a demographically diverse group of ReThinkers, and welcomed volunteers of all ages, genders and origins. To extend the invitation beyond the usual demography, we developed the Volunteering for Everybody concept to invite vulnerable citizens to become a part of our ReThinker programme and benefit from the social network and the value of contributing. The competencies and skills of the ReThinkers were developed through experience and training sessions, and the Foundation ensured that the factors behind the volunteers' motivation and satisfaction were fully explored and understood in order to best feed learnings into future volunteer programmes.



1,394

ReThinkers built
competencies in 33
training sessions

'I had never volunteered before, but to experience the joy of other people evolving and being happy has been very meaningful to me.'

Morten Abildgaard, Aarhus 2017 ReThinker

'We are not doing it for free food or nice jackets, but to contribute to something bigger. Passionate individuals from near and far have contributed, enthusiastic about what they were doing and helping out wherever they could, simply to be able to say: 'I did this and I'm proud of it'... Overall, it has been a very eventful year for Aarhus, especially when it comes to friendships and new alliances formed across associations, shops, museums etc.'

Mikkel Krogh, Aarhus 2017 ReThinker



93%

ReThinkers were very proud to be part of Aarhus 2017



75%

ReThinkers are more motivated to volunteer again after volunteering for Aarhus 2017



Photo: Per Bille
International Children's Literature Festival – Hay Festival Aarhus 2017, Aarhus





79%

ReThinkers felt they
carried out important
tasks

'I knew volunteering would make me happy and make me focus on something other than my pains. People connected to Aarhus 2017 are positive people with psycho-social surplus. That gives me self-esteem. Even if I can't work, it doesn't mean I'm lost. The feeling of being valuable and making new relationships and meeting people with interesting backgrounds is so rewarding.'

Joan Drews, Aarhus 2017 ReThinker

'Society in general struggles when it comes to including the weakest. It is difficult for our students to enter the labour market, so they need to be part of communities. The collaboration with Aarhus 2017 can build bridges to a community, which provides the students with positive networks. Our students have flourished much more than expected. We have created room for growth and development and we hope to continue this when Aarhus is European Volunteering Capital in 2018.'

Peter Bruun Hjorth, Deputy CEO, Kofoeds School



Photo: Per Bille

Volunteering for Everybody

Volunteering for Everybody focused on how major cultural events can be a means for inclusion of vulnerable citizens, engaging them in voluntary work and communities. Supported by Poul Due Jensen Foundation and TrygFonden, the Aarhus 2017 Foundation developed and tested new methodologies of collaboration with, for example, Kofoeds School for young people

with special needs. Via a buddy-system, vulnerable citizens were encouraged into positive networks and relationship building, which was key to involving them in the community, making them feel accepted and wanting to return to do more volunteer work. In total, 41 ReThinkers and 131 vulnerable citizens took part in the project in 2017.

Cultural community engagement

Art and culture play a key role in addressing societal challenges and encouraging cross-boundary dialogue between people. Contributing to a larger context provides meaning, pride, and sense of belonging, and enhances social cohesion. A number of projects put special emphasis on community development, and through our core values – Sustainability, Democracy and Diversity – Aarhus 2017 brought new inspirations allowing thousands of citizens across the region to engage in the debate on how we organise our lives and our society.



6,000

citizens contributed to The
People's Opening

'Aarhus 2017 was a once-in-a-lifetime experience. I signed up for the boat building because I thought my competencies could be used – and they could! I dedicated a lot of energy, but we had so much fun that I signed up for other workshops preparing for the opening procession. It was truly exciting to be a part of this.'

Annette Schwarz, Aarhus 2017 ReThinker



Rethink Activism

Rethink Activism explored democratic participation and focused on enhancing capacity for citizens' action. In September 2017, the Rethink Activism Festival in Aarhus transformed the old industrial area of the South Harbour into a melting pot of concerts, dialogues, workshops, and 250 examples of smaller, but growing initiatives presented by citizens. One example, which will continue beyond 2017, is the Dumpster Diving Café, where hunger and loneliness

are fought together. The organisers collected binned food to make meals for people who could not afford to eat. They are now working with Aarhus Municipality on creating a permanent space at the South Harbour, where people can gather through the joy of making food and help each other through challenges in life. 12,000 people participated in the three-day festival.



The Boundless Kitchen

The Boundless Kitchen explored the meal as a means of breaking down boundaries between people. Led by restaurateur and entrepreneur Jakob Vinkler, the project was a response to the Danish immigration law of 1 July 2016 and focused on creating meaningful internships for refugees with food and shared meals as the focal points. The temporary presence of The

Boundless Kitchen and related activities was a catalyst for sustainable use of areas in flux, strengthening coherence with common cultural experiences. The Boundless Kitchen had 3,660 guests and participants at 15 different events across the region.



Photo: Pass It On

Pass It On

Pass It On was a collaboration between the libraries in the Central Denmark Region, which set out to develop and render libraries visible as a platform and a democratic space. The project encouraged children to actively involve themselves in their local communities. Across the region, libraries were the venue for

events planned and executed by children, equipping the children with the knowledge and tools necessary. Approximately 16,000 children participated in the 360 activities taking place from 2015-2017. 150 of these events were fully or partly created by children.



Photo: Laura Salvinelli

EUtopia International Festival 2017

In Gellerup, more than 80 nationalities live side-by-side. EUtopia International Festival presented theatre, debate, dance, new circus, music and food from all over the world. It was a multicultural festival all about meetings; meeting art, meeting each other, meeting other cultures, meeting the known, meeting the unknown and, most importantly, meeting oneself through eye-opening experiences.

The artists and debaters met the participants in conversations about themselves, their art and life in our modern, multicultural world. The performances took place outdoors, in tents, on stage and in private homes across Gellerup. 7,000 people participated in the five-day festival.

'All the young participants unanimously said that they have gained more confidence to do something similar again. The young people said that the project changed their perception of what a library is able to do!'

Peter Hauchrog Hesselberg, Project Manager, Pass It On

'It is powerful when the EUtopia event is about being international. We are gathered to express ourselves through our body and aesthetics; we are able to communicate even though we don't know each other's languages.'

Audience interview, EUtopia, rethinkIMPACTS 2017



Photo: Mikkel Berg Pedersen
Aarhus Stories, Den Gamle By, Filmby Aarhus, M2 Film, Aarhus 2017, Aarhus

HUS
RIES

En Route
2050

Fall 2

More culture for more people: making art accessible

Aarhus 2017 made culture available for new audiences by making culture welcoming and accessible to those not usually consuming cultural offers. This happened by encouraging partnerships across artforms, institutions and sectors, by presenting activities and events in new venues and unexpected places, and by making more than half of our programme free to attend.

'It is wonderful, that this building can be used for culture, and that the empty facilities can create a frame for great art and performance.'

Audience interview, Pop-up Kulturhus, rethinkIMPACTS 2017



Photo: Per Bille

Hypotheticals, European Capital of Culture Aarhus 2017 with Clement Kjersgaard, Aarhus

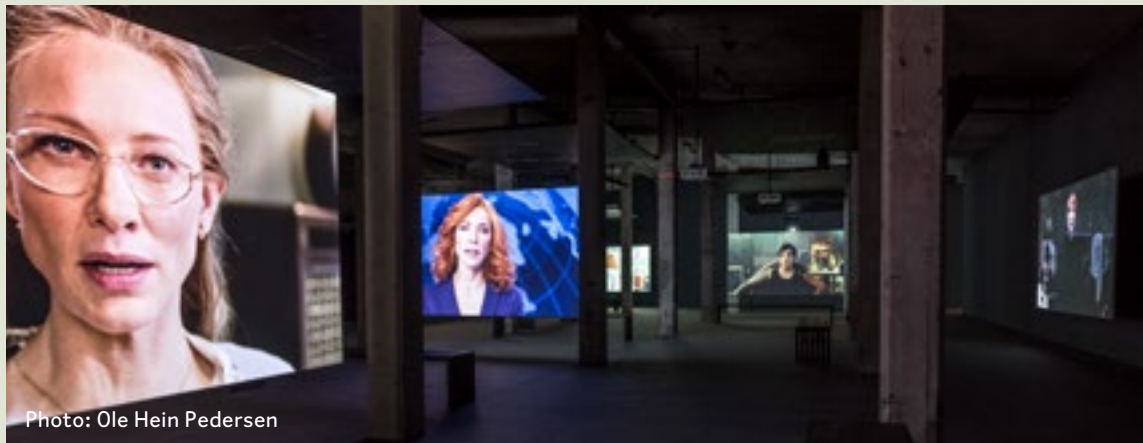


Photo: Ole Hein Pedersen

'O' Space

Aarhus 2017 created its own temporary space for contemporary art and video exhibitions, 'O' Space, in an unused industrial building at the harbour, making old parts of the city come to life. During the year, we presented national and world premieres, thought-inspiring installations, and works by significant local and international artists. Built in concrete, raw and unpolished, the original architecture was celebrated,

honoured and developed. Exhibiting in 'O' Space were renowned international artists, Julian Rosefeldt, Jasmina Cibic, Anohni, Mikhail Karikis, and Angelica Mesiti. 'O' Space also housed the design exhibition New Danish Modern, and was a part of ARoS' Triennial The Garden, as well as the Big Little Film Festival. In total, 'O' Space had 22,270 visits during the eight free exhibitions and festivals.



Photo: Per Bille

Lightlens

Internationally renowned choreographer Wayne McGregor visited Aarhus in the spring of 2017 with his dance company, creating the amazing work Lightlens especially for Aarhus 2017. Following the performance of Tree of Codes at Aarhus Concert Hall, McGregor and his dancers worked with 200 Aarhus residents across age groups, gender, culture, interests and professions, to create a unique outdoor performance. A group of Danish choreography assistants took part alongside international dancers.

The open-air performance was staged on selected sites around ARoS, performed by seven groups of 20 dancers each, consisting of both professional dancers and citizens. The audience was placed in Olafur Eliasson's Your Rainbow Panorama on the roof of ARoS, where they could enjoy a spectacular 360-degree panoramic dance experience. Lightlens lasted two days, and 3,919 people experienced the performances.



Photo: Kay Campbell

Little Rebellions

In August and September 2017, the streets, stairways, parks, basements, rooms, alleys and by-ways of Aarhus were brought to life with unexpected events, performances, and artistic happenings. Opera, art, dance, installations, theatre, urban safaris – and some strange animal behaviours – were all part of the international line-up of work involving individuals and small ensembles. Citizens were led astray, astonished and surprised, and became curious passers-by as the city came alive with artistic energy. Little Rebellions

included: Public Movement – Rescue; Eglė Budvytytė – Shakers, Lovers and Bystanders; My Icarus Complex; Crisis Loves Company; Urban Substitution; danceO-matic; Moving Spaces; The Living Table; Open Space Opera; Wolf Safari; The White Tribe; Walking Lecture on Ants; and Tekeraoi am Mananga! (Good luck on your journey!). Little Rebellions took place across the region, and those of the 13 projects that could be measured were experienced by more than 4,300 people.



Photo: Future Living

Future Living

Future Living rethought the urban centres of the Central Denmark Region in close collaboration with municipalities, architects, and citizens. Future Living experimented with cities and examined the urban spaces of the future to demonstrate how architecture can address major societal challenges. The project included conversation salons and experiments, prototypes and events across the region, and presented a

Future Living travelling exhibition in 2017 to showcase and discuss the results. Seven cities hosted conversation salons, creating new collaborations between enthusiasts, developers, researchers, architects, and other professions. The salons focused on local challenges, including the development potential of the city and surrounding areas. Future Living included a 12-day-long exhibition with 1,392 visits.



88

projects focused on
developing urban spaces
and environments



Photo: Jakob Lerche

Hidden Places

Every city has its hidden spaces, secret haunts and special places. For a number of years, the ground-breaking art group, Hidden Places, led by Annette Damgaard, have created surprising uprisings, habitations and situations in some of Aarhus' clandestine nooks and crannies. Underground bunkers became places for gatherings and terraces, roofs and abandoned places were activated for artistic interventions. Hidden Places keeps the city vital, openly creative, investigative and experimental. In 2017, Hidden Places

for example presented the world premiere of an interactive Playable City project by artist Tine Bech titled: We Believe. The work was a light installation that spanned over two cities – from Aarhus City Hall to the Danish Embassy in London. From the control room, audiences could literally play with multicolour lights installed on the two buildings, creating a 3D playable framework. In 2017, Hidden Places organised 43 event days with a total of 3,275 visits.



Photo: Kim Wyon
The Infinite Bridge, Aarhus



Economic Impact

Growth through investment

Return on investment

Investing in culture creates value of many kinds. It develops human beings, cultural institutions, and urban spaces, creates social cohesion, has well documented health benefits and it pays back economically. The effect of public funds invested in the Aarhus 2017 Foundation is an increase in turnover of the private businesses in the Central Denmark Region of 159.1 million EUR in 2017 alone, due to increased tourism attributable to Aarhus 2017. For each publicly invested krone, revenue increased by DKK 3, equivalent to 300%.

Increased tourism and increased employment have also resulted in a positive economic impact of 142% on municipal budgets. This is a conservative 'here-and-now' calculation, applying the EIA model on tourism and labour market impact. Experience from other European Capitals of Culture shows that the economic impact will develop further in the coming years through increased tourism and business growth (COWI report).

'Aarhus being European Capital of Culture was a compelling reason to visit – but we fell in love with the city and with Denmark... Now we're planning to go back again – and telling everyone they should visit.'

Ben Morgan, tourist from England



300%

effect of the public investment

COWI report, April 2018



159.1

million EUR increase in turnover
in the private sector in Central
Denmark Region

COWI report, April 2018

'Being named European Capital of Culture was a time when Liverpool raised its head again. While the rest of the country was dipping into recession, Liverpool was celebrating. But it was never just about 2008 – it was about the legacy that followed. Over the last 10 years, Liverpool has grown in terms of stature, tourism, every possible way, both physically and emotionally. Economic impact has been huge, from the cruise liners coming in to the rise in coach travel. The day and overnight visitors have increased massively and it feels like we are opening a hotel every night.'

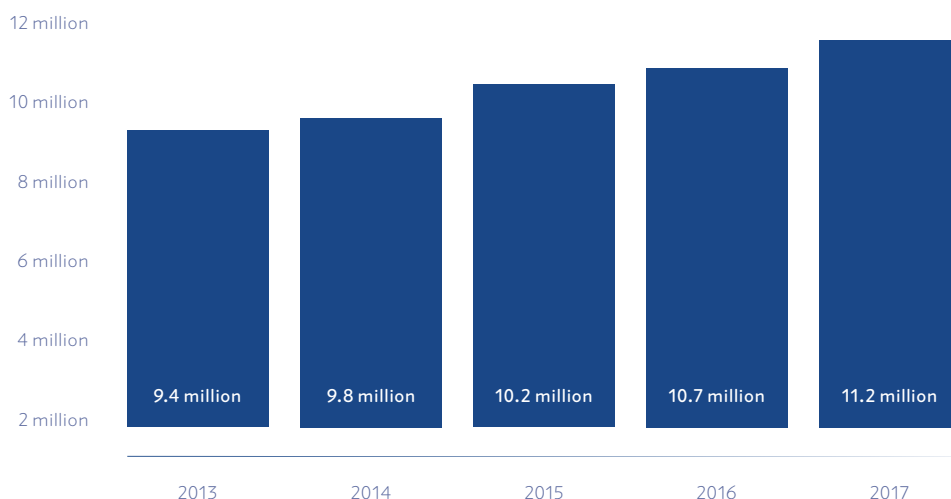
Claire McColgan, Director, Liverpool City Council

Record growth in visitors

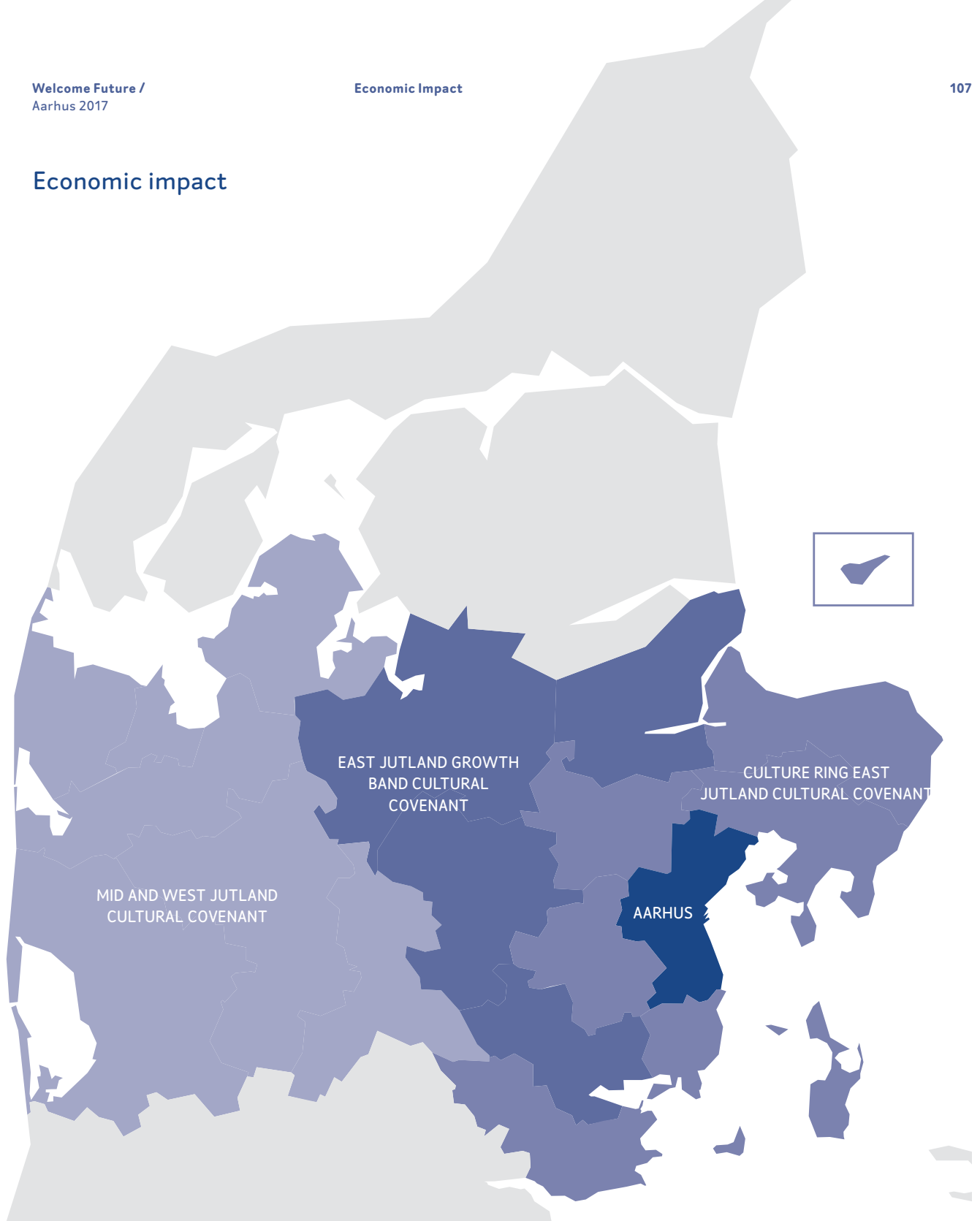
A direct and perceptible economic impact of Aarhus 2017 can be found in the increase in tourists choosing Aarhus and the Central Denmark Region as their destination in 2017, and in the years leading up to our year as European Capital of Culture. In 2017, Aarhus had more than 1.2 million overnight stays, an increase of 50% since 2013. Furthermore, 3.4 million people visited Aarhus on a one-day visit. The international overnight visitors amounted to approximately 30%, while 32% of the one-day tourists came from abroad.

Visitors from more than 65 countries visited Aarhus in 2017, with Germany and Norway at the top. When visitors were asked to what extent European Capital of Culture Aarhus 2017 influenced their decision to come, 23% of overnight visitors and 10% of one-day visitors to Aarhus stated that their visit was motivated by Aarhus 2017 (Statistics Denmark, Visit-Denmark and Epinion, December 2017).

Overnight stays in Central Denmark Region (2013-2017) Statistics Denmark



Economic impact



MID AND WEST JUTLAND CULTURAL COVENANT

Increase in overnight stays 2013-2017	19%
Increased turnover in the private sector (million EUR)	13.4
New jobs	121

EAST JUTLAND GROWTH BAND CULTURAL COVENANT

Increase in overnight stays 2013-2017	12%
Increased turnover in the private sector (million EUR)	25.2
New jobs	228

CULTURE RING EAST JUTLAND CULTURAL COVENANT

Increase in overnight stays 2013-2017	13%
Increased turnover in the private sector (million EUR)	9
New jobs	81

AARHUS

Increase in overnight stays 2013-2017	50%
Increased turnover in the private sector (million EUR)	108
New jobs	973

Central Denmark Region experienced positive development in tourism, with overnight stays increasing by 19% since 2013 and an 23% increase in international guests.

The number of one-day visits to the Central Denmark Region in 2017 was 12.6 million, with more than 1 million of these motivated by Aarhus 2017 (Statistics Denmark and VisitDenmark).



23%

of overnight visitors in Aarhus
motivated by Aarhus 2017

VisitDenmark

'Aarhus 2017 has been a game-changer for the city. It provided opportunities, which we have seized for the greater good of the city. If we did not have the narrative of Aarhus as European Capital of Culture, we would not have been able to attract the large cruise lines. I am deeply impressed by the things that were delivered by our cultural institutions and by Aarhus 2017. Service providers report more tourists on week-days, and the increased tourism was only possible because of the high standard cultural offers with international appeal.'

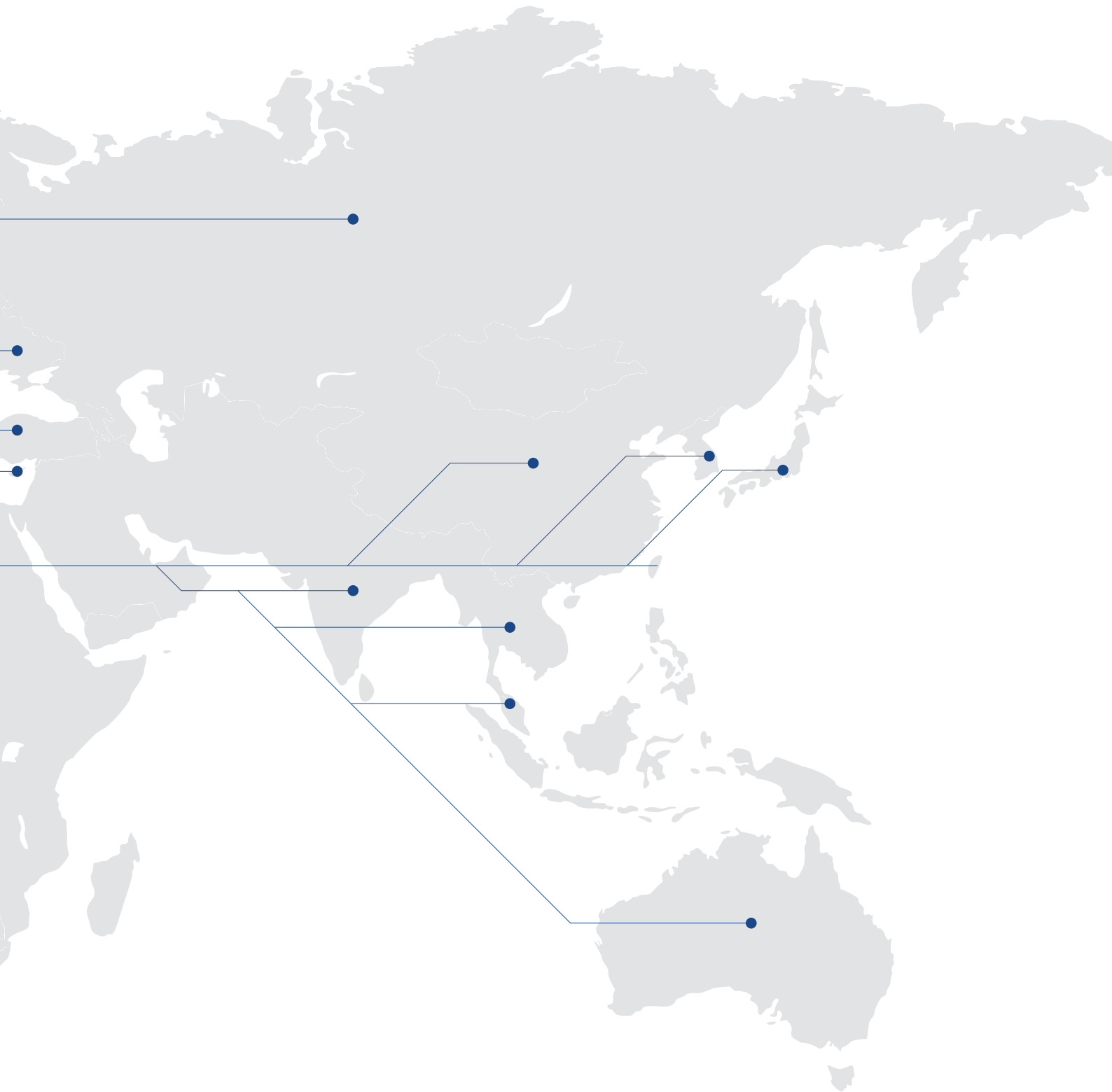
Peer Kristensen, CEO, Visit Aarhus



Photo: Dennis Borup
Cruise ship Costa Favolosa arriving, Aarhus

Tourists to Central Denmark Region





Tourist influx by boat and plane

Cruise ships docking in the port of Aarhus brought a large number of visitors and 2017 was a record year, with 36 cruise ships carrying 82,348 guests. The efforts to attract cruise ships will carry into 2018, where VisitAarhus expects no less than 41 arrivals adding up to almost 100,000 passengers.

Aarhus Airport also felt the increased interest from abroad and new connections to European cities were launched, linking Aarhus to Malaga, Munich, Mallorca, Split, Oslo, Nice, Stockholm, and soon also Berlin. When German flight company Eurowings was seeking a new destination in Europe, Aarhus was selected as 1 of 6 options due to the increased international interest following the European Capital of Culture.

Cruise ships in Aarhus

VisitAarhus

Year	Cruise ships
2015	11
2016	29
2017	36

'We have experienced a very exciting year and the autumn period has seen continued acceleration in connecting passengers. 2017 is probably the most thrilling episode in Aarhus' illustrious history with new international destinations and – most importantly – Aarhus as European Capital of Culture.'

David Surley, Head of Airline Relations, Aarhus Airport



11.2

million overnight stays

VisitDenmark



Photo: Gorm Branderup
European Region of Gastronomy 2017, FOOD Organisation of Denmark, Aarhus Municipality and Central Denmark Region,
Central Denmark Region



Travelling business

Another significant impact of European Capital of Culture is the increase in business tourism. Business-related overnight stays in the Central Denmark Region have increased by 25% from 2013-2017, compared to a 12% increase nationally. The International Congress and Convention Association ranking was 25 in 2016, a record year bringing Aarhus into the top 100 conference cities in the world.

In 2017, the European Capital of Culture contributed to securing more than 30 international conferences (Statistics Denmark and VisitAarhus).

'I believe that the work carried out by the region, Aarhus 2017 and VisitAarhus in the years leading up to the year as European Capital of Culture has contributed to attracting more overnight visitors. Specific congresses, conferences and events have taken place in Aarhus in this year as a result of the city's status as European Capital of Culture – for instance, Horesta's annual meeting which was even named Let's Rethink, inspired by Aarhus 2017's slogan.'

Nina Carlslund, General Manager, Scandic Aarhus City

'European Capital of Culture Aarhus 2017 was our selling point in the communication about organising the conference in Aarhus. The strategy had the desired effect and it was a great pleasure that we succeeded in uniting our efforts in attracting a very important conference to our city.'

Marianne Friis, Chair of The Building Information Modelling Network,
Aarhus

New jobs created

Hosting European Capital of Culture has positively impacted the labour market. According to economic calculations, 1,965 full-time equivalents (FTE) were created in Denmark from 2013-2017 as a result of Aarhus 2017. 562 FTEs were created in Aarhus 2017 projects and the Aarhus 2017 secretariat. Another 1,403 FTE's were created in private businesses due to the increase in tourism.

Furthermore, the international attention and profile of the city and region has created an environment ripe for investments, and several shops and hotels, and other private businesses, have established themselves in Aarhus (COWI report, April 2018).

'We have definitely felt the year as European Capital of Culture and we have been open all summer solely because of it. It was a success, and we had plenty of guests arriving from or going to an Aarhus 2017 event. In general, we have had more guests than usual, particularly from abroad.'

René Mammen, Owner, Substans & Pondus gourmet restaurants

'We see Mads Nørgaard, Lolly's Laundry, Han Kjøbenhavn and similar exclusive brands establishing in Aarhus. Aarhus has indeed been noticed internationally as a 'cool city'. We are European Capital of Culture and home to many cultural activities and festivals.'

Mette Lund Pedersen, Retail Estate Agent



1,965

new full-time jobs

COWI report, April 2018

'The European Capital of Culture year has resulted in many foreign customers, including business people. Aarhus is growing and we no longer experience the quiet periods after Aarhus Festival or during Skanderborg Festival – Aarhus used to be a ghost town after something big had taken place.'

Andreas Ruigrok, Owner, Irish Pub – Tir Na Nog

'City tourism is growing, and Aarhus has a lot to offer in terms of modern museums, nature experiences as well as a vivid urban milieu, and we are experiencing an increased interest. A hotel project in Aarhus is a great investment as the city is experiencing growth. We notice an increase in both occupancy, revenue per available room as well as capacity, which indicates that the market is not saturated.'

Jan Nickelsen, CEO, Colliers Aarhus



Upscaling the service sector

The Aarhus 2017 Foundation entered a strategic partnership with VEU, responsible for adult training and education across the country, with the purpose of upscaling skills in service sector personnel. By offering courses on hospitality and providing knowledge on local cultural offers, service personnel were equipped to receive the large number of tourists and act as ambassadors for European Capital of Culture Aarhus 2017.

As an example, VisitSilkeborg offered a suite of courses under the theme Hosting, where 180 participants, including tourism professionals, taxi drivers, and retailers took the opportunity to upgrade their skills in the Kompetence360 programme.

Stronger creative sector

Creativity holds a special significance for any European Capital of Culture. It has a dual role as a source of artistic and cultural practice and as an economic driving force. The Aarhus 2017 Foundation was determined to make the creative industries central to our year and build our reputation as a regional powerhouse with vast potential. Working with the local food, fashion, visual/digital, design, and architecture sectors we showcased the innovations which help us live sustainably and democratically, while addressing diverse needs.

Aarhus 2017 supported independent productions of film, TV, and screen writing, such as hit TV series *Dicte*, and the New Nordic Noir screenwriting lab. By providing access to funding, networking, and best practice exchanges, the next generation of creative talent was developed. Aarhus 2017 has invested in creative businesses to make Denmark a global player in the creative economy. In collaboration with Central Denmark Region we highlighted the creative industries through the More Creative Events initiative. Great minds were brought together to develop

new ideas, for instance, at the Creativity World Forum, the annual conference of the Global Districts of Creativity Network, which took place in Aarhus in 2017.

Aarhus 2017 facilitated new relations and networks for the creative industries, and the extensive media coverage has strengthened the narrative of Aarhus and the Central Denmark Region as a creative hub, making it easier to attract talent and new business. This has led to new competencies, innovation, economic growth, and more jobs. Recent numbers from Statistics Denmark show that the creative labour market is growing, and more than 50,000 people in East Jutland are now employed in the creative labour market, representing an increase of 10% since 2010. Creativity is important to Denmark's global brand, and played a big part in the award of European Region of Gastronomy to the City of Aarhus and Central Denmark Region in 2017.



Creativity World Forum 2017

The worldwide conference Creativity World Forum was organised in Aarhus as part of European Capital of Culture Aarhus 2017. Creativity World Forum 2017 was centred around the theme Creative Resilience – How to Develop Cities on the Rise, and explored creativity in 3 areas; People, Enterprise, and City. Aarhus Concert Hall was converted into a creative mecca, with presentations by some of the world's leading speakers and impassioned entrepreneurs.

The Ridehuset venue was transformed into an open marketplace where everybody, even those without a ticket, could stop by to enjoy street gastronomy, test their own creativity, and make new contacts in the creative industry. 4,100 people took part in the sold out two-day conference.



European Region of Gastronomy 2017

The City of Aarhus and Central Denmark Region was awarded the title of European Region of Gastronomy in 2017 in recognition of the flourishing and thriving food culture, gastronomy and products that are being rethought and developed across the region. The theme, Rethinking Good Food, was all about showing the world and reminding ourselves of our ability to innovate, improve and refine the food on our plate.

His Royal Highness Prince Henrik was Patron for the European Region of Gastronomy 2017, which included 130 events, including The Good Table, The Catastrophic Meal, Bring Home the Oysters and Food Festival. There were 70,928 attendances in the 52 of 138 events which were organised in collaboration with Aarhus 2017.

'Creativity World Forum was extremely important to us. It provided us the opportunity to connect with key players. Important CEOs attended alongside students – and everyone in between. The event built bridges between municipalities, businesses, the grassroots sector and citizens.'

Adrian Matthew Fey, Cultural Director, Culture Works



100%

of creative industry projects gained
new partners

'European Capital of Culture has contributed to bringing Aarhus and the region's cultural capacity to a new and European level, both with regard to content and structure. In some cases, this is paramount for talents choosing to spend their working life here.'

Anders Byriel, CEO, Kvadrat A/S



Image and Identity Impact

Civic pride and awareness

A growing confidence

Being European Capital of Culture provided a unique opportunity to develop the brand and profile of the city and region, raising visibility and awareness nationally and internationally. Substantial media coverage in prominent media globally threw a spotlight on the cultural offerings of the region, attracting tourists, and changing citizens' perceptions of their city, making them see it in a new, more attractive light and increasing their civic pride.

The Aarhus 2017 Foundation developed targeted communications plans for all major stakeholder groups, including citizens, project partners, businesses, politicians, and the media at large, with the purpose of keeping the waiting world informed. To manage the build-up of expectations in the years and months leading up to 2017, Aarhus 2017 launched the programme in five phases:

- 1) April 2015: The Journey to 2017 exhibition at Ridehuset was a week-long exhibition of 65 community projects, widely promoted with outdoor media across the city, a web and social media campaign featuring animated film, inserts in local newspapers, and direct mail to key stakeholders. The exhibition had 8,000 attendances.
- 2) September 2015: 500 days before our year, the Aarhus 2017 website was launched as a key communications tool.

- 3) January 2016: With one year to go, the iconic Turbinehallen was filled with excitement as more details about the highly-anticipated MEGA and Full Moon events were revealed, along with 35 newly confirmed smaller projects. The Countdown Clock started ticking at DOKK1.
- 4) October 2016: Just 100 days from the start of our year, the incredible range of the programme was unveiled and the growing impact of our army of volunteer ReThinkers demonstrated.
- 5) 21 January 2017, people came in tens of thousands to see it all become reality.



79%

of Aarhus' citizens are proud to live in Aarhus

Epinion, March 2018



59%

of Aarhus' citizens state that living in Aarhus is key to their identity

Epinion, March 2018



Aarhus 2017 stamps

On 30 March 2017, five stamps celebrating Aarhus as European Capital of Culture were launched by the Danish national postal service, PostNord. The stamps show some of Aarhus' most significant landmarks: ARoS Art Museum, Aarhus City Hall, DOKK1,

the Iceberg, and the new Moesgaard Museum. The cost of the stamps was 3.4 EUR, making them suitable for international postage, and by 31 December 2017 more than 1.4 million Aarhus 2017 stamps had been sold.



Paving slabs & Zebra crossing

Aarhus Municipality annually replaces 10,000 pavement slabs in the city. In 2016, 4,000 slabs were designed to celebrate the European Capital of Culture year. The slabs were used to replace broken and cracked slabs, and citizens supported the initiative by uploading photos of broken pavements via an app.

The slabs will remain as a physical memory of the year that was, as will a specially designed zebra crossing with the Aarhus 2017 logo in the city centre, created by Benny Ernlund Jørgensen.

International visibility beyond expectation

European Capital of Culture Aarhus 2017 developed a powerful communication platform and became established as a strong brand. With targeted media campaigns at all levels, and large numbers of visiting journalists from all over the world, the focus was firmly on the cultural programme and the wider offering of the city and region. Media coverage of our European Capital of Culture story grew and grew, building the reputation and promoting the profile of our year, our city, and our region.

Television channels from Europe, the United States, the Middle East, and Asia reported from Aarhus, and the combination of presence and popularity on the world stage has prompted a new and growing confidence in the city and region. Media from 70 countries featured articles on Aarhus 2017. In particular, our efforts in strategic tourism markets paid off, with 700 mentions in Germany, 643 mentions in the United States and 200 mentions in the United Kingdom.

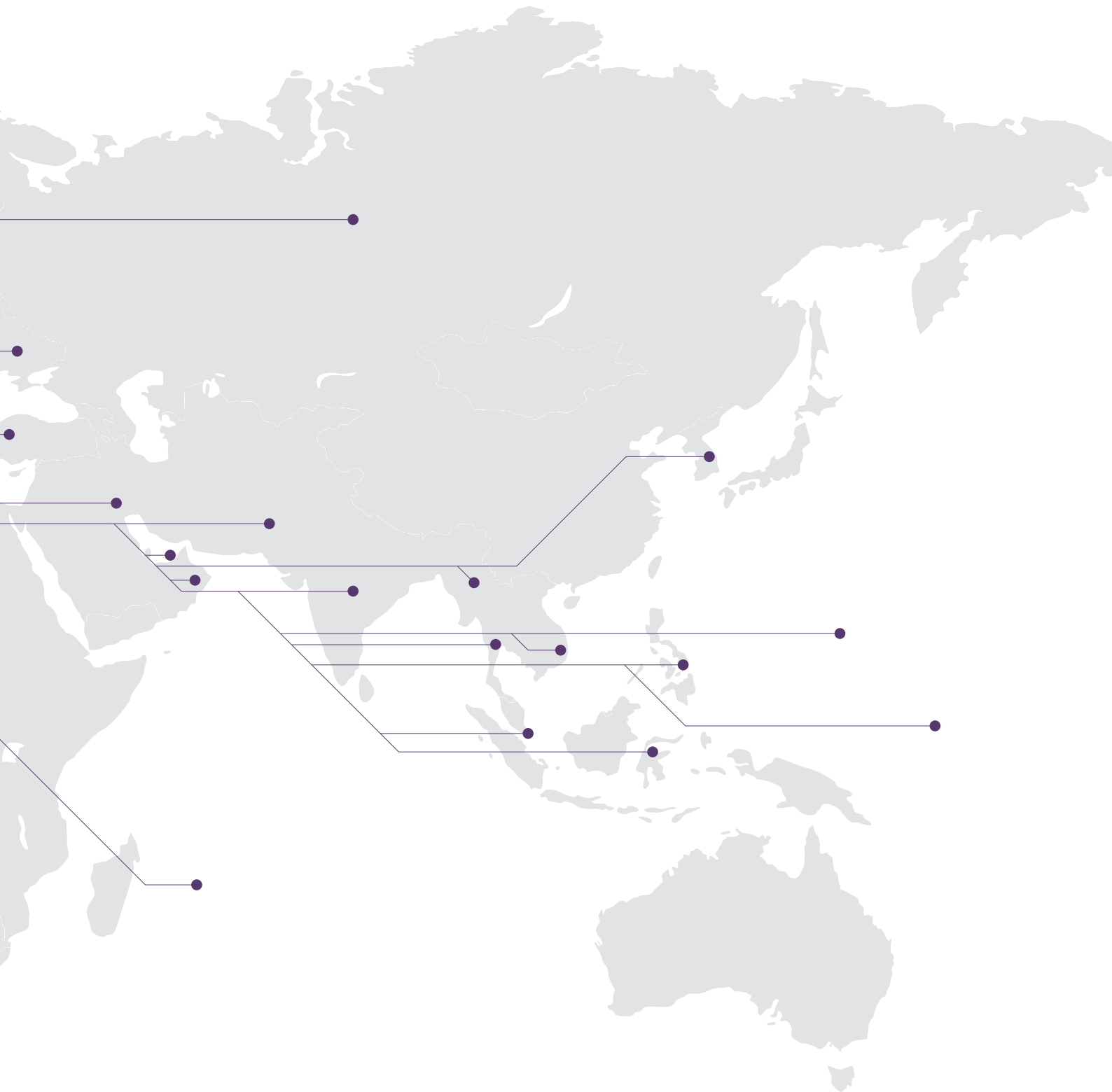
Year	National <small>infomedia</small>	International <small>Meltwater</small>
2016	9,156	2,008
2017	25,195	2,528



Photo: Henrik Bjerregrav
The People's Opening, Aarhus

International media mentions





Selected international headlines

The New York Times Style Magazine
February 2018

**What to see and where to eat in Denmark's
second-largest city**

'[...] 'You'll always have Copenhagen. But Aarhus offers all the hygge (and Nordic cuisine) along with one of the most exciting design scenes on the continent.'

The Wall Street Journal
December 2017

**Denmark's Underdog City: A Travel Guide to Scandinavia's
Newest Capital of Culture**

'Copenhagen hogs the spotlight, but for radical Danish architecture, cutting-edge food and plenty of hygge, head to Aarhus.'

Tagesschau.de
December 2017

New Perspectives for a whole Region

'[...] Let's Rethink was the motto. Aarhus took this to heart and did not build any new museums for the year as European Capital of Culture, but put money into the programmes of the existing cultural centres. Niels Ove Kildahl liked that. 'It was a great opportunity to see a ballet,' he says. 'Or modern dance with Olafur Eliasson and The XX. They would never have come without the Capital of Culture'. [...]'

Il Sole 24 ore

December 2017

Aarhus, this is not the end

'[...] The city, traditionally characterized by the petrochemical, shipbuilding and manufacturing industries, and a distribution hub for Danish agriculture, is today open to all modern experiments in languages of expression, through a network of installations and cultural contributions that will remain – continuing to create cohesion, inclusion, curiosity and narratives.'

The New York Times
October 2017

36 Hours in Aarhus, Denmark

'[...] Small and scholarly, Aarhus has an easy-going, college-town atmosphere – about one in seven residents is a university student. But the range of top-notch cultural institutions rivals that of many larger cities. As 2017 European Capital of Culture, Denmark's second-largest city is sprouting new architectural landmarks and repurposed cultural complexes like wildflowers'

The Huffington Post
October 2017

Aarhus - City in transition

'[...] While booming cities like Copenhagen are high on the international tourism popularity charts, Aarhus, the second largest city in Denmark, has become well known for its European Capital of Culture 2017 title. Culturally, it has been one of the most significant events in Denmark for decades. [...]'

ZDF

July 2017

Aarhus – Let's rethink for the future

'[...] The city is young and lively, the primary cultural and economic engine is the university - the second largest in Denmark. Young people shape the city. [...] Aarhus was not spared the horrors of the wars of the 20th century and this is remembered by the artists Marie Koldkjær Højlund & Morten Riis with their installation 4,140 Voices. Their memorial is dedicated to the 4,140 Danish soldiers who died in the First World War. The artists let their voices resurrect. Moving.'

Le Figaro

June 2017

Aarhus, Capital of happiness

'[...] Important industrial harbour and renowned university city, its name will certainly not mean anything to you. However, soon you will only have one desire: to visit this city full of metamorphosis, selected for European Capital of Culture in 2017.'

National Geographic

February 2017

Smart Cities, Aarhus, Denmark

'[...] Aarhus has been designated a 2017 European Capital of Culture, and both the city and the Central Denmark Region received the title of the 2017 European Region of Gastronomy. To see it now is to witness a city undergoing a transformation, as new food markets, light-rail links, futuristic libraries, refurbished hotels, and value-centric restaurants—an alternative to Copenhagen's exorbitant prices—have reinvigorated this Danish city.'

Condé Nast Traveller

January 2017

Why you should go to Aarhus in 2017

'[...] it's back in Denmark and the city of Aarhus that one of the most hotly tipped food scenes can be found. Aarhus is also a European Capital of Culture in 2017, making it one of our Top 10 Holiday Destinations 2017.'

The Huffington Post

January 2017

Ten things to experience in
Europe's Capital of Culture 2017

'[...] Aarhus has established itself not simply as an "alternative to Copenhagen," but as a city with a distinctive attitude to life that's reflected in all aspects of its culture.'

ZDF

January 2017

Aarhus: A Pearl of the North

'In Europe, there are real pearls everywhere in cities. This is another reason why there is a tradition of electing a European Capital of Culture every year. For 2017, the EU's choice fell on the Danish Aarhus. [...]'

The Telegraph

January 2017

Is Aarhus Europe's most underrated city break?

'[...] brighter, moodier, bolder. That's a perspective the city will be sharing with us all in 2017, when it is Europe's Capital of Culture. Out of these elements – innovation, integration, community – this city is renewing itself.'

El Pais
January 2017
Free bikes in Aarhus

'In a way, Aarhus embodies the essence of the country: open to the sea and surrounded by green and a warm and close lifestyle. [...] The city, however, is old, it was founded by the Vikings 1,200 years ago along the river Aarhus. The cultural climate is innovative and well suited for the motto of the European Capital of Culture: Rethink.'

La Repubblica
January 2017
From Aarhus to Copenhagen, 2017 in Denmark

'Young and dynamic, Aarhus is located on the east coast of Jutland and referred to as "The smallest big city in the world". Elected as European Capital of Culture 2017, Aarhus will set the stage for a vast cultural programme: Let's Rethink is an invitation to transform the territory into a cultural laboratory where alternative solutions to new global challenges can be found.'

Forbes
October 2016
The 20 best things to do in Aarhus, Denmark, the 2017 European Capital of Culture

'[...] Aarhus knows that it's not Copenhagen, that it's different, that it's still coming into its own, and that's exactly what makes it such a perfect city to visit. And since 2017 is a big year for Aarhus with it being recognized as the 2017 European Capital of Culture (along with Pafos, Cyprus) and earning a nod as a 2017 Region of Gastronomy, there are a lot of exciting things happening in the city next year.'

Elle Decoration
August 2016
Aarhus – The City to Visit

'[...] Hop across the North Sea to the Danish city offering culture, heritage and hygge'.

Vogue Magazine
December 2016
The 10 Hottest Travel Destinations of 2017

'[...] Denmark's second largest city is primed to be the new Nordic star. Crowned the European Capital of Culture and Region of Gastronomy in 2017 (the first time that one city has held both titles), Aarhus will have the stage to show off its riches: restaurants, museums, and galleries; some of Denmark's best beaches; and Mols Bjerger, one of Denmark's four national parks, is just a short drive away.'

The Independent
May 2016
Jutland's battle for cultural cachet

'[...] It's an apt symbol and a shining example of how the much-hyped, cool lifestyle does not stop at Copenhagen. Because Aarhus, Denmark's second city, at the heart of the Jutland peninsula is now racing towards 2017 status as European Capital of Culture. In the build-up, the thumb of land sticking up from Germany into the North Sea has devised plenty of ways to lure visitors, often bringing its food and drink pioneers to the fore.'

The Guardian
April 2016
Aarhus, Denmark: a northern star

'I could be a better person. A better partner, a better son. I could be nicer to cats and small children. But probably only if I moved to Aarhus. The citizens of Denmark's second city respect each other – grannies hold shop doors open for gangs of teenagers; cyclists indicate with hand signals – but not the same gestures you see on London's streets.'

'It is one of the most successful European Capitals of Culture in terms of international attention. A large number of very important media has covered the event, and this is something that the country as a whole can be proud of.'

Christian Have, Creative Director, Have Kommunikation



70

countries' media
featured articles on
Aarhus 2017

Meltwater



98,160

social media followers

Meltwater

'The ARoS Triennial The Garden was an ambitious project, which was realised due to the support from, among others, Aarhus 2017. One of the goals with the exhibition was to increase the international attention of ARoS and the city and this was indeed achieved as the advertising value of The Garden was estimated to be 5.4 million EUR and was mentioned in important international media. 2017 was of great importance to Aarhus' self-understanding and has shown that Aarhus is unique in an international perspective.'

Erlend Høyersten, CEO, ARoS Art Museum



Photo: Joel Chester Fildes

Tree of Codes, Manchester International Festival, Park Avenue Armory, FAENA ART, Paris Opera Ballet, Sadler's Wells and European Capital of Culture Aarhus 2017, Aarhus





Photo: Andreas Sommer
Neoarctic, Hotel Pro Forma, Aarhus



90%

positive national
media mentions

Meltwater



95%

positive international
media mentions

Meltwater

'The significant international attention in 2017 has placed Aarhus firmly on the world map – and changed our perception of Aarhus and what can be achieved when business and culture unite forces. Companies are now more aware of the positive co-branding impact from collaboration with the cultural sector. Aarhus 2017 has created a stronger platform for collaboration between business and culture to mutual benefit in terms of development and growth.'

Bente Steffensen, CEO, Business Aarhus

Advertising value

Year	Danish media <small>Infomedia</small>	International media <small>Meltwater</small>
2016	13.4 million EUR	13.1 million EUR
2017	38.7 million EUR	21.8 million EUR

The Aarhus 2017 website and social media presence were key tools in the strategic work of raising awareness and spreading the news. By the end of 2017, 98% of citizens in Aarhus and 88% of citizens in the region were aware that Aarhus was European Capital of Culture.



1 out of 2

Danes associates Aarhus with European Capital of Culture Aarhus 2017

Epinion, February 2018



27,723

media mentions in 2017

Meltwater and Infomedia

International awareness of Aarhus 2017 Epinion, March 2018

Germany	20%
England	17%
Holland	14%
Norway	11%

Online reach

Website	769,293 unique visitors and 3.2 million page views
Facebook	73,728 followers
Twitter	5,663 followers
LinkedIn	1,654 followers
Instagram	17,115 followers
Video views	5.2 million
App	27,582 users



98%

Aarhus' citizens know
of Aarhus 2017

Epinion, January 2018



73%

Danes know of
Aarhus 2017

Epinion, January 2018



87

million EUR in
advertising value

Meltwater and Infomedia

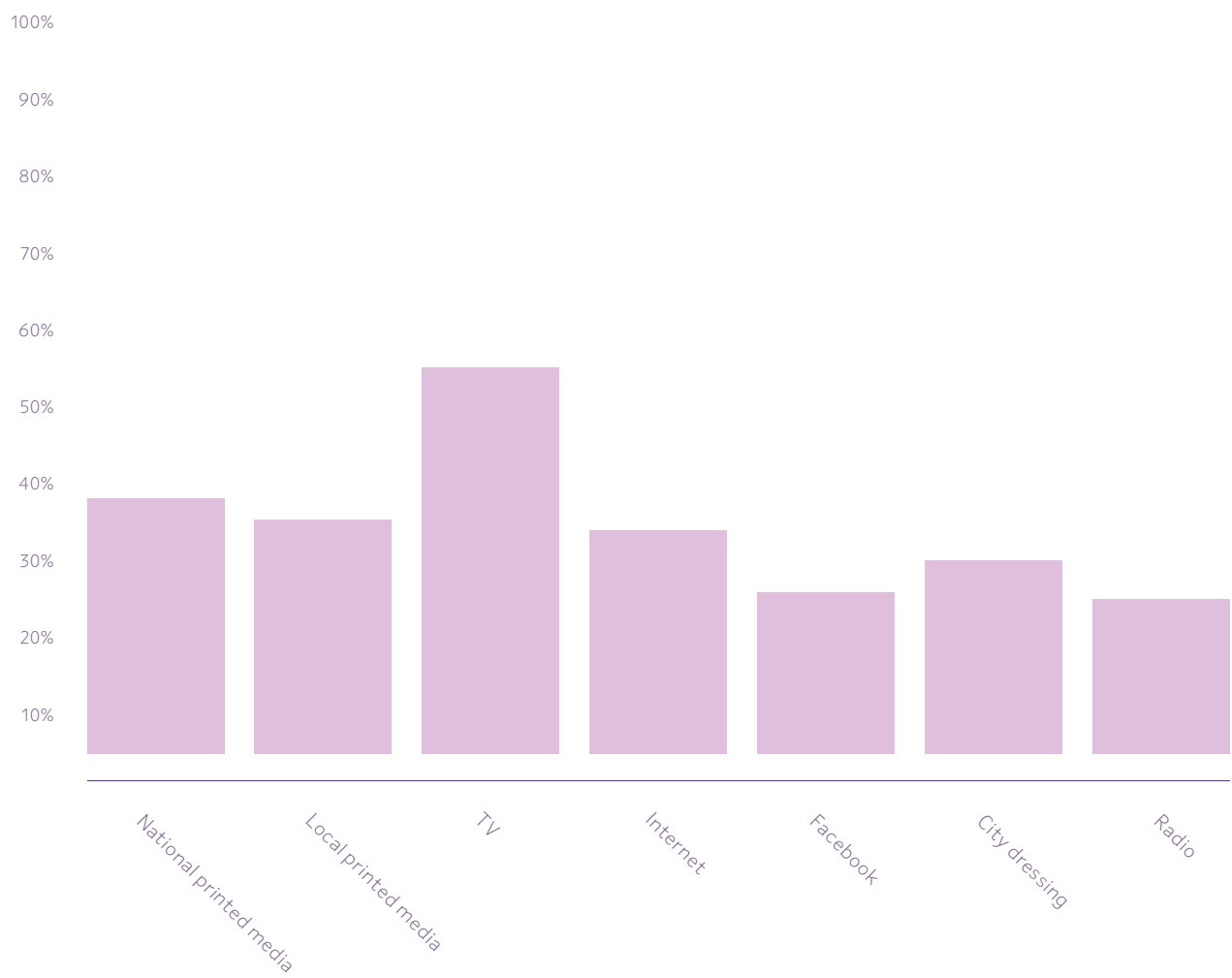
AARHUS 2017



EUROPEAN CAPITAL
OF CULTURE



Citizens in the Central Denmark Region know of Aarhus 2017 Epinion, January 2018



Good governance

European Capital of Culture Aarhus 2017 operated as an independent, not-for-profit commercial foundation run by a Governing Board of 13 representatives from politics, business, and the cultural sector, with the Mayor of Aarhus as Chair. The Chief Executive Officer of the Aarhus 2017 Foundation was supported by a management team consisting of Programme Director, Head of Strategy and Operations, Head of Communications and Head of Partnerships and Development.

33% of 143 full time equivalents employed in the period 2013-2018 were personnel seconded from public authorities and strategic partners in business and education. The seconded staff gained important new skills, experience, and contacts by working within the Aarhus 2017 Foundation, which they took back to their respective employers.

This contributes to the sustainability of the Aarhus 2017 Foundation's impact by embedding new resources in the city and region's human capacity. A further 15 people on public programmes and 22 interns from home and abroad also participated at various points, providing much-needed extra help and gaining valuable experience for themselves. European Capital of Culture has nurtured the next generation of cultural leaders and created strong national and international opportunities for the staff involved.

'My time working with Aarhus 2017 has been fantastic. Aarhus 2017 provided me with insight on new ways of collaborating across existing structures, with new partners across sectors and with dedicated volunteers. My tasks with VIP delegations and collaboration with Embassies and other European Capitals of Culture has provided me with new competencies and a valuable network, which I am able to use in my work in Aarhus Municipality.'

Anne Marie Larsen, seconded as International Relations Manager from Aarhus Municipality

'If I had to describe my 26 months working for Aarhus 2017 Foundation it would be: 'life changing'. It has meant a lot for me both professionally and personally. It has given me a great working experience and it has helped me broaden my life expectations. Starting an adventure like this one, in a country miles away from my hometown, where I had to speak a different language and work with completely unfamiliar people, has been a challenge. But a successful challenge.'

Bikendi Cadelo Bermejo, Programme Officer from Global Internship Programme

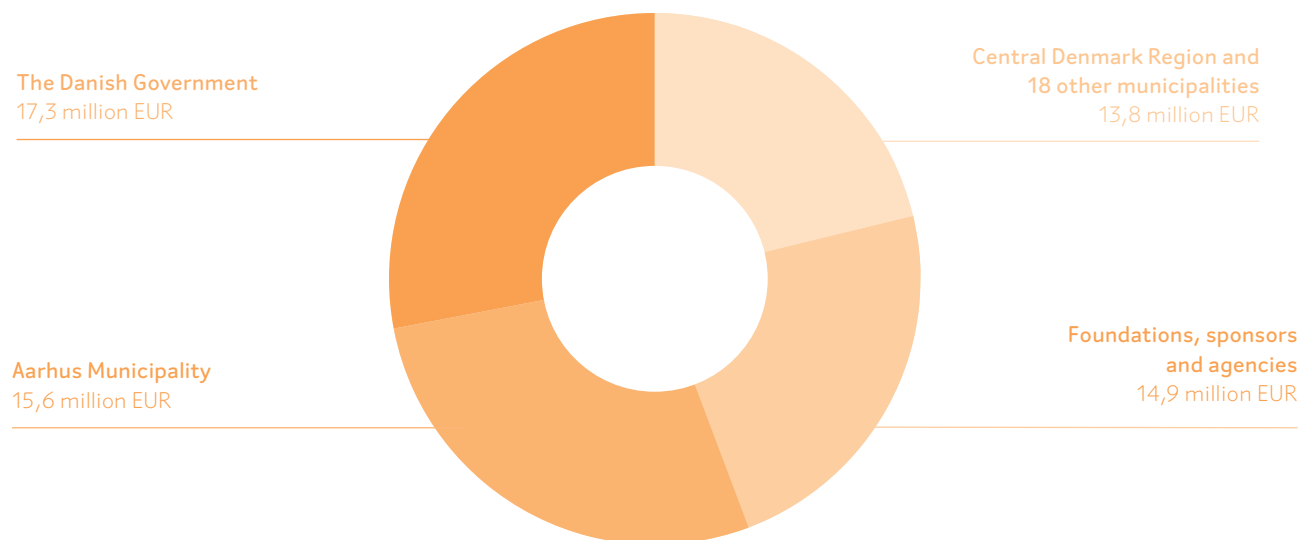
Aarhus 2017's total budget was 61.9 million EUR, of which the Danish Government provided 17.3 million EUR. 15.6 million EUR came from Aarhus Municipality and another 13.8 million EUR from Central Denmark Region and its constituent municipalities. Altogether, 12.6 million EUR was raised – surpassing 2 set targets – from foundations, sponsors and agencies and a further 2.4 million EUR in in-kind contributions.

And the Aarhus 2017 Foundation ensured that the lion's share – 71% – of the expenditure was spent on programme content. Through effective and diligent programme and budget management, Aarhus 2017 delivered a much-needed national narrative of a large cultural project that delivers high quality, on time, and on budget.

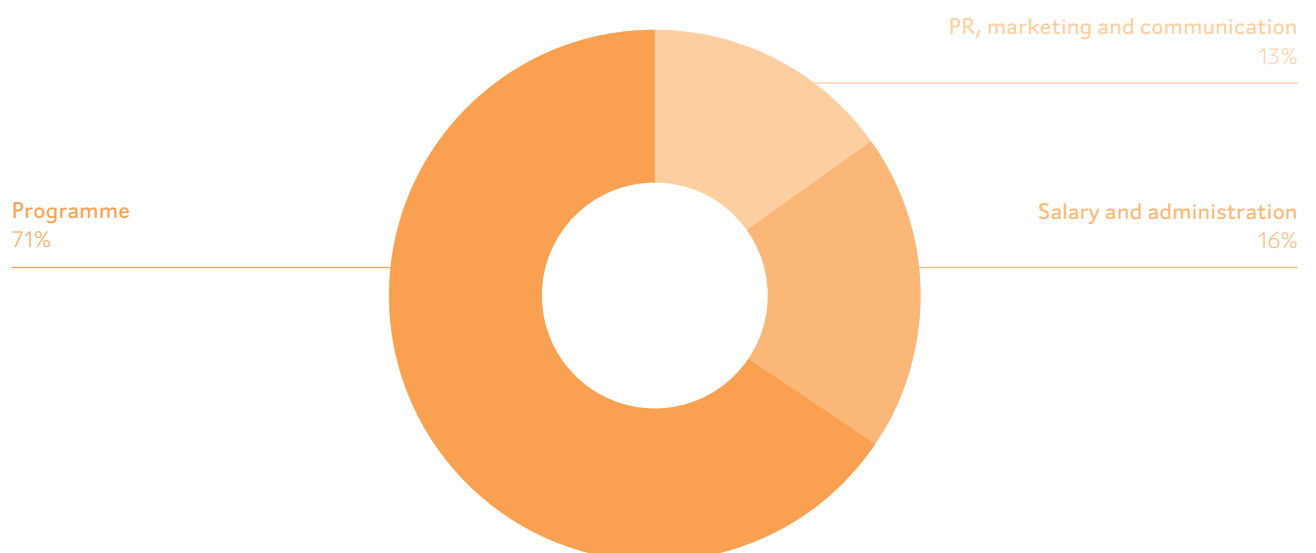
'...The Strategic Business Plan is a very good document and should be considered good practice'.

European Commission Monitoring and Advisory Panel

Income



Expenses



The whole region on board

Our work with the whole region, from city to countryside and from coast to coast, brought all 19 municipalities of the Central Denmark Region into the governance of Aarhus 2017. Gaining their political and financial commitment from the outset brought an important level of cohesion to the planning and implementation of our year. One major component in getting everyone on board and committed was a model which guaranteed that for every Krone each municipality invested in Aarhus 2017, programming at least equal to that value would take place in the municipality.

This commitment was met, with programming in some municipalities almost eight times the value of their initial investment. However, the impact of a cultural investment strategy of this magnitude goes beyond immediate return on investment concerns – the collaboration and knowledge-sharing have generated invaluable returns in terms of visibility, profile, and brand.



Photo: Astrid Dalum
Aarhus 2017 Finale, Hvide Sande and Aarhus

This was the first time all 19 municipalities focused on a common, shared goal – and it was a cultural one. It deepened ties among the municipalities, leading to new cooperation in culture, tourism, city planning, and enterprise. A Regional Steering Group with representatives from all municipalities provided the forum for a diversity of views to be expressed. The bold move proved successful, and the 19 municipalities and the Central Denmark Region have agreed to continue the collaboration in the coming years, with

political and financial commitment to new cross-regional programming in the European Region of Culture. The collaboration is now based on a model where each municipality contributes with 0.13 EUR per inhabitant, adding up to 174,616 EUR. This is doubled by the Central Denmark Region, which is also providing secretariat capacity. Activities have started in 2018 and will culminate with a two-week international festival entitled 'Re-Discover' in June 2019.

'The agreement will become the framework for a cultural collaboration, where everyone works together and where the region can direct and target regional and local cultural resources to large projects with support from, amongst others, the EU. In this way, we ensure that the large investment in Aarhus 2017 continues to provide shared benefits.'

Bent Hansen, former Chairman, Central Denmark Region Regional Council

'The European Capital of Culture has created a local impact across the entire region. Furthermore, it has shown how culture can also be a means to strengthening other sectors including city development, tourism, gastronomy and creative businesses. So, it is very positive that everybody has agreed to continue the collaboration.'

Jan Petersen, Mayor, Norddjurs Municipality

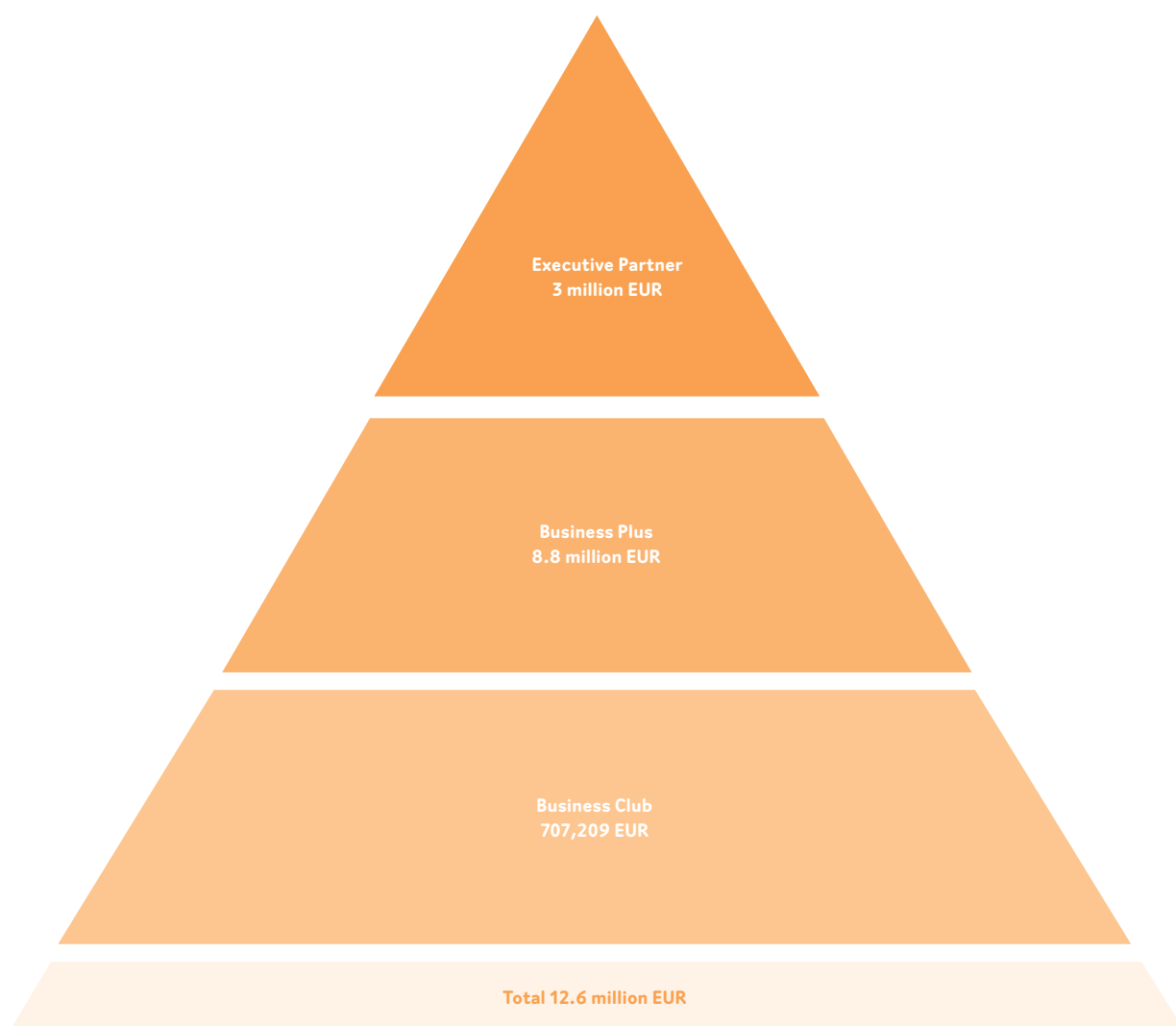
Business engagement

The Aarhus 2017 Foundation could not have achieved what it did without the strategic partnerships, nor the generous support, of all our sponsors and donors. 127 companies and foundations in total engaged in Aarhus 2017 via our tiered partnership programme.



14.9

million EUR fundraised



'We hope that following European Capital of Culture Aarhus 2017, even more international talents have become aware of Aarhus and East Jutland as a fantastic region that they will now explore for job opportunities. Once those talents have become aware of Aarhus and East Jutland, they will be pleasantly surprised by the very good career opportunities the region offers and at the same time find that we have a lot to offer which can easily compete with many other larger cities.'

Jesper Daugaard, Senior Vice President of Global Marketing, Kamstrup

'It was natural for the Salling Foundations to support the European Capital of Culture year and contribute to ensure that the citizens of Aarhus and guests from abroad shared great experiences in our beautiful city. The European Capital of Culture year has cemented the narrative of a city undergoing an incredible development over the past years. Large and small projects and many good people with ideas, willpower and a love for Aarhus have created a world-class city and secured international attention. This is of great value to both the cultural, business and educational sectors, and it makes Aarhus a very attractive place to live, work and to experience events.'

Karin Salling, Vice Chair, Salling Foundations



Photo: Jeff Busby
Complexity of Belonging, Chunky Move, part of Aarhus Festival, Aarhus



Photo: Rasmus Baaner
Harbour Magnets, part of Aarhus Festival, Aarhus

‘European Capital of Culture Aarhus 2017 showed new ways for play and movement in the urban space. New collaborations have been created between the municipalities of the region, and new communities have developed thanks to the great engagement from volunteers and associations. New paths leading to more good lives have without doubt been laid in 2017.’

Henrik Lehmann Andersen, CEO, Nordea-fonden

‘Our commitment and partnership with Aarhus 2017 was an important stepping stone in reaching thousands of school children and helping them rethink their food habits. We involved 200 classes in the MADmovers project and made them rethink their food culture during school time. Due to the great interest and success, we have chosen to offer the MADmovers educational material to all schools in Denmark in 2018.’

Jakob Bernhard Knudsen, Managing Director, Arla Denmark

‘Many of our local business leaders have described how they suddenly realised how much can be gained from the business sector and the cultural sector working together. It was new to them to experience this level of culture. As a result, they have now invited further discussion on how business and culture can work closer together.’

Per Høgh-Sørensen, Head of Culture, Leisure and Nature,
Ringkøbing-Skjern Municipality

Nationwide bridge building

The national factor is an important part of our story, most prominently through the patronage of H.M. Queen Margrethe 2., who has been an active and vocal supporter of our year. European Capital of Culture provided a unique opportunity to connect with national organisations. Aarhus 2017 has enjoyed working with many national partners and networks, for example the 6 City collaboration, and built important partnerships with cultural and educational institutions, tourism organisations, media, and public authorities at all levels, all of which must be further developed and leveraged in the years to come.



14

Royal visits at
Aarhus 2017 events

'In relation to European Capital of Culture Aarhus 2017, Aarhus had an international breakthrough as the attractive second city in Denmark. The international marketing resulted in record numbers of international overnight visits and high-profile articles in international media. With new initiatives and investments in the city, Aarhus has laid the foundation for continued growth in tourism. Together, VisitAarhus, VisitDenmark and Aarhus 2017 have shown that with investments, new stories, and good collaboration, a city like Aarhus can take a new position. Now focus is on using this position for more initiatives, attracting further international tourists and business to Aarhus.'

Jan Olsen, CEO, VisitDenmark



Photo: Mikkel Berg Pedersen
Official Opening, Aarhus



Photo: Per Bille

The Royal Danish Theatre

Røde Orm was the outcome of a unique collaboration involving The Royal Danish Theatre, Moesgaard Museum and Aarhus 2017. Røde Orm was a spectacular outdoor performance of a captivating tale from the Viking Age, performed on and around the amazing, grass-covered roof of Moesgaard Museum by a large ensemble from The Royal Danish Theatre. It was one of the biggest outdoor performances ever staged in Denmark, and the 31 performances sold 94,386 tickets.

Following on from this success, Aarhus Municipality and The Royal Danish Theatre have agreed on new collaborations in 2019, 2021, and 2023.



Photo: VisitAarhus

VisitDenmark

European Capital of Culture Aarhus 2017 opened major opportunities for tourism growth. The Aarhus 2017 Foundation, Aarhus Municipality, VisitAarhus and VisitDenmark entered into a strategic partnership on tourism, providing a financial frame for joint efforts in attracting tourists.

With a budget of 805,888 EUR over 3 years, the Tourism Consortium collaborated on the international marketing of Aarhus and the region as a destination for cultural and city tourism into defined strategic tourism markets overseas.



Life Boats

Three sculptural boats created by Norwegian artist Marit Benthe Norheim cast in concrete, and representing three stages of a woman's life – Longing, Life, and Memories – acted as ambassadors for the European Capital of Culture. They brought culture to people by sailing the Danish sea, meeting citizens across the country and inviting them on board the art works.

Life Boats exemplified how art can combine with technology, and practical usage. The three boats journeyed for 248 days during 2016 and 2017 with 62 port stops and were witnessed by an estimated 200,000 visitors. 180 volunteers were involved in the project as sailors and shore assistants.



Danish Radio

National broadcast company DR collaborated with the Aarhus 2017 Foundation on promotion and coverage of events across the region. The Official Opening in Aarhus Concert Hall and the People's Opening were transmitted live and viewed by 825,000 people. The Finale in Hvide Sande was also broadcast live on DR, gaining 60,000 viewers, and a further 450,000 people viewed the live news feature. During the year, DR relocated a number of broadcasts to Aarhus, including the P2 Award transmitted from Aarhus Concert Hall and the show Klassen.

Furthermore, DR created the History of Denmark in the Old Town of Aarhus, where visitors could experience Danish history from the middle ages up to the 1970s, all through virtual reality glasses. The History of Denmark was a new collaboration between The Old Town, DR, The Ministry of Culture, The Nordea Foundation and The National Museum. DR contributed to regional events such as Struer – City of Sound, where the DR Symphony Orchestra, DR Big Band and the DR Vocal ensemble collaborated with Struer city to create a week of festive music, concerts and activities. 14,600 people participated in the festival.



rethinkIMPACTS 2017

Aarhus University and Aarhus 2017 entered into a strategic partnership on an independent research-based evaluation of European Capital of Culture Aarhus 2017: rethinkIMPACTS 2017. Each party contributed 671,590 EUR. Through a formative evaluation process, rethinkIMPACTS 2017 provided continued learning through workshops, reports, and conferences.

At the end of 2018, rethinkIMPACTS 2017 will present the final independent evaluation of Aarhus 2017. As a result of the strategic partnership, a research centre for evaluation and culture has been established at Aarhus University to support evidence-based development of the cultural sector across Denmark.

'2017 is a very important year for Japan and Denmark as we are celebrating 150 years of diplomatic relations. The 101 Friendship Park was created to cherish our longstanding friendship and to commemorate strong ties between two nations. When these young trees grow old, this symbolic park will become a place for people from Denmark and Japan and from all over the world, to gather and cherish each other and world peace.'

Nobuyuki Koga, Chair, EU-Japan Fest Japan committee



Photo: Spejdernes Leir 2017

Sønderborg

Sønderborg and Aarhus were the competing cities for the title of European Capital of Culture in 2017. When Aarhus was awarded the title on 24 August 2012, a strategic partnership was formed to allow both parties to benefit from the preparation of the bidding process. Sønderborg was actively engaged in a number of Aarhus 2017 projects, such as Pass It On, European Youth Consensus, Rethink Folk Music and the magical Children's Opening, in which 270 children from Sønderborg participated. Throughout the year, Sønderborg enjoyed cultural experiences for all ages, with events for critical connoisseurs and curious souls.

Similar to the Aarhus 2017 project Rethink the Village, Sønderborg carried out the project Benefit for Regions, aimed at developing and revitalising rural districts together with citizens, businesses, organisations, and educational institutions. As an Aarhus 2017 affiliated project, Sønderborg hosted 40,000 national and international scouts for the nine-day-long Jamboree Denmark 2017 in July, with a total of 76,000 visitors and participants.



Photo: Brian Rasmussen

Danish Agency for Culture

Aarhus 2017 collaborated with the Danish Agency for Culture on the celebration of the 150th Anniversary of Danish-Japanese diplomatic relations with a suite of Japanese initiatives in the cultural programme. Together with the EU-Japan Fest Committee, Aarhus 2017 presented a gift to future generations, the 101 Friendship Park, inspired by Japanese forest gardens and located at the new University Hospital in Skejby, Aarhus.

The park was inaugurated by the Danish Ambassador to Japan, Freddy Svane, and Chairman of the EU-Japan Fest Committee, Nobuyuki Koga. An International Youth Concert 2017 was performed in Aarhus Cathedral by the choir Little Phoenix, composed of 17 singers between 6-18 years visiting from Japan. This cultural youth exchange was supported by the Danish Embassy in Japan and it is estimated that 150 people attended the opening of the park and 1,200 attended the concert.

'What you and your team have managed to build and to organise in the city of Aarhus is immensely impressive and I will certainly encourage people to visit Aarhus, not just during this special year.'

Emily O'Reilly, European Ombudsman,
letter to Aarhus 2017 Foundation CEO 11.10.2017

Cultural diplomacy

In June 2017, the EU put culture firmly at the heart of its foreign policy – building, in part, on the success of European Capital of Culture. Cultural diplomacy has become a critical strategic capability for governments and international bodies. When culture is viewed as a form of diplomacy and a tool to build bridges in the international arena, it makes an important contribution to a nation's soft power. The Aarhus 2017 Foundation set out to make Europe local and Denmark global, establishing collaboration with 39 international Embassies in Denmark, who were involved in the cultural programme and in sharing the story of Aarhus 2017 in their countries.

Aarhus 2017 also cooperated with 13 Danish Embassies abroad, focusing on strategic tourism markets, promoting the European Capital of Culture year around the world and strengthening diplomatic ties to the region in every continent. Throughout the year, Aarhus 2017 received many international delegations, including from the European Parliament and the European Ombudsman, providing an opportunity to showcase our cultural offerings.



52

Embassy collaborations

Looking forward

European Capitals of Culture are all about the future and the impact that carries forward. European Capital of Culture Aarhus 2017 will leave a lasting legacy. It has already changed our city and region for the better, leaving a new sense of awareness of what can be achieved when we create something extraordinary together. Tourism, investments, jobs, cultural engagement, and audiences have grown. The brand, profile, and visibility of the region is strengthened on both national and international platforms. Our mind-set has changed. Civic pride and participation have grown, together with a sense of civic celebration and confidence of citizens in their city and region.

In 2018, European Capital of Volunteering Aarhus 2018 will benefit from ReThinkers, now homed with VisitAarhus and Aarhus Events. The Central Denmark Region and all 19 municipalities are moving European Region of Culture forward at pace.

Aarhus Municipality has embedded Aarhus 2017's legacy into its cultural policy for the next four years, and secured a funding commitment of 268,650 EUR per annum each year towards legacy projects. Many cultural institutions continue to develop their projects and new competencies. To stretch the Aarhus 2017 programme into the future and to build on some of the key legacies, Aarhus 2017 is supporting a number of legacy projects.



Photo: Jesper Voldgaard

Legacy projects

Aarhus Walks on Water by Aarhus University, VIA Design, Lifestyle and Design Cluster, continues to create the fashion of the future by matching talent and fashion companies in fashion tech. Creations will be exhibited in a fashion show and in an exhibition by Aarhus Harbour, combining development of talent, business and audiences.

Business by Design and DesignSalon, representing the design industry, launches a design week as a follow-up to the 2017 'O' Space exhibition New Danish Modern. Headlined Design Week - Design and Society, Business by Design and DesignSalon will present an exhibition accompanied by talks. Design Week - Design and Society will look at design as a broad concept. Designing objects, but also design as a tool for creating innovation and growth in society through cross-sectoral collaboration, for example with the health sector.

Building on experiences from Aarhus 2017 projects such as The Catastrophic Meal and the Boundless Kitchen, Jakob Vinkler and the Institute of Meals will continue to explore the meal in collaboration with research scientists, chefs, artists, businesses and food producers. The meal will be used as a tool for developing cultural tourism, integration initiatives, audience experiences and chef exchanges, focusing on human habits, community topics, interfaces between culture and industry, as well as testing new methods in new environments.

Based on projects like Solar Walk and Expanded Animation Exhibition, The Animation Workshop in Viborg and VIA University College will create a platform where animation and architecture, virtual reality, performing arts, music, sound, public spaces, curators, digital art forms and technologies can meet. Audiovisual art and animation will create a piece to tour the world and strengthen Viborg's and the region's position and visibility as international players in the animation industry.

Freedom, by Aarhus Theatre, is based on new texts written by six talented drama students from The Danish National School of Performing Arts, and offers the audience an experience of a funfair outside opening

hours, when all other visitors have left, the mascots have gone home, and the sun has set.

The GENDER House Festival by Bora Bora and Himherandit productions is a large-scale cultural event that presents a wide variety of performances, exhibitions, workshops and seminars by local, national and international artists focused on rethinking gender, sexuality, and identity.

The Passenger by Jyske Opera is based on the memories of Polish author Zofia Posmysz, who survived Auschwitz. Jewish, Polish-born composer Mieczyslaw Weinberg, who himself fled from the Nazis in 1939, found and gave musical life to Zofia Posmysz's novel in 1968. Jyske Opera and their talent team, TalentU, will stage the Opera in 2018, providing up-and-coming talents the opportunity to work with professional colleagues.

In 2019, seven regional Art Museums will present National Symbols, Transnational Identity, based on the experiences from The Seven Deadly Sins project. Presenting a wide range of Danish and international artists, the project rethinks how we understand nationalism today and the museum as a monocultural institution in an increasingly globalised world.

Gellerup Film Workshop's (part of Aarhus Film Workshop) diversity effort, New Voices, will organise international 'Action Talks' in Gellerup in the new entrepreneurial house 'Gazellefarmen' (the Gazelle Incubator).

In 2018, the Film i Skoven-festival welcomes families back to beautiful Riis Skov, with a unique programme of quality film for children, creative workshops, sculptures hidden in the forest, and live music from around the world.

Aarhus 2017 will continue to support international exchange with three residencies at Odin Theatre in Holstebro, the Women's Museum in Aarhus and Viborg Kunsthall. The up-and-coming talent initiative OFFTRACK will continue through the European Region of Culture, granting a number of micro grants in 2019.



Photo: Per Bille

Røde Orm, Royal Danish Theatre, Moesgaard Museum and European Capital of Culture Aarhus 2017, Aarhus



The Aarhus 2017 Foundation will embed the extensive knowledge gained in the implementation of our year with partners, and make it available to the public to serve as inspiration and learning for future large cultural projects.

The Aarhus 2017 website will be handed over to the Cultural Department of Aarhus Municipality and the Aarhus 2017 Facebook will be anchored with the European Region of Culture, and continue to inform followers about cultural offerings across the region.

'European Capital of Culture Aarhus 2017 has changed the mindset of our citizens, institutions and businesses. It is crucial that we build on what we have achieved and keep legacy top of mind.'

Rabih Azad-Ahmad, Alderman for Culture and Citizens Services, Aarhus Municipality

Selected works travelling from Aarhus to the national and global scene

Artist	Work
Angelica Mesiti	Exhibitions at Adelaide Biennial, Art Sonje Centre, Seoul University Art Gallery, University of the South, Tennessee, Tbilisi Kunsthalle, Venice Biennale 2019, Italy
Anohni	Exhibition at Kunsthall Nikolaj, Copenhagen
Aqua Sonic	Performance at Sydney Festival, Australia
Berlinde De Bruyckere	De Bruyckere: Exhibitions at Sara Hildén Art Museum, Tampere, Finland
Egle Budvytyte	Performance at Baltic Triennial 2018
Erasmus Montanus	Performances in Copenhagen and Aarhus in 2018
Hotel Pro Forma	NeoArctic at Chasse Theater, Breda, The Netherlands, Place Des Arts, Montreal, Canada and Southbank, London, UK
Jasmina Cibic	Exhibition at the Baltic Art Centre, UK, at Krefeld Kunsthall, Germany, MADA, Australia
Jenny Holzer	Programme and exhibitions at MASS MOCA, Massachusetts, USA
Maria Hasabi	Performance at Kunstsammlung Nordrhein-Westfalen, Düsseldorf, Confort Moderne, Poitiers, Moderna Museet, Malmö, Material Art Fair, Mexico City, Fondation Calouste Gulbenkian, Paris, Internasjonale Teaterfestival, Black Box Theater, Oslo
Mikhail Karikis	Ain't Got No Fear: Showing at Artists' Film International, Museum of Art, Architecture & Technology, Lisbon, Portugal
Nathan Coley	The Same for Everyone: Installations at Kettles Yard, UK
Solar Walk	Performance in Birmingham in 2018
Tree of Codes	Performance at Melbourne Festival, Sydney Festival, Australia
Ulla von Brandenburg	Exhibition at Vevey Kunsthall, Switzerland
What if Women Ruled the World	Performance at Berlin Volksbühne, Germany

Postscript

Through collective action firmly rooted in the specifics of our region, Aarhus 2017 reflected on and celebrated what makes Aarhus and the region unique. Culture was a driving force for innovation, and the year brought culture to the core of the political agenda. Everyone was invited to take part, and everyone will have their own stories and memories of the year. Preliminary outcomes are both tangible and intangible. The year brought great moments, but more importantly, leaves a legacy to build on, of a region equipped to take on ambitious new challenges. Investment in European Capital of Culture has been repaid many-fold, and value has been created across cultural, social, and economic areas.

In addition, it has changed our image and identity, and developed how we work organisationally and politically. Now is the time to reap the fruits of this investment; everybody is encouraged to grasp the opportunities and articulate the benefits by using the documentation of the value of investing in culture to advocate for further investments and culture-led development.

Aarhus 2017 would like to thank all those who have worked on creating and contributing to European Capital of Culture Aarhus 2017 in so many ways over the past ten years. It has been a privilege to have worked with so many talented people. A heartfelt thank you to all the collaborators, creatives, artists, institutions, associations, entrepreneurs, sponsors, donors, politicians and civil servants. Thanks to our patron H.M. The Queen and to our amazing ReThinker volunteers without whom this would not have been possible. Finally, thank you to the children and citizens of Aarhus and the Central Denmark Region, who made 2017 a year like no other.



Photo: Jan Kejser
The People's Opening, Aarhus



Annexes

Aarhus 2017 Foundation projects

Aarhus 2017 Foundation Board in 2017

Aarhus 2017 Foundation staff in 2017

Aarhus 2017 Foundation projects

1:1 Harbour Magnets - Aarhus Festival • 12 Points Festival • 2017 Inhabitants of Aarhus • 2017 Academy • 2017 Agent • 2017 Exchange - Kimonos Art Center • 2017 Voices - the displacement • 2097: We made ourselves over • 29th Aarhus Jazz Festival • 5 x 5 x 15 • A More Creative Conference • A Place in Your Heart • A Shared Moment - Hvide Sande • A World of Stories • Aether • After the Wedding - Bier Trilogy • Ageing • Alien Noise • Alien onboard! • All this Coming and Going • AnerSaaq - Spirit of Place • Anidox Residency • Animation based sensory theatre • Animation Festival • ANOHNI: Artist in Residence • ANYbody • AquaSonic • Architecture moves • Art City - Land Art • Art in Motion • Art Triennial • Artwerke • Atlas of Aarhus • Audio and Performance Festival • Avidya - Aarhus Festival • AWOW - Aarhus Walks on Water • Babtouma • Bank of Materials • Batiment - Aarhus Festival • Bay City View • Beneath the Surface - Doppler in Practice • Berlinde De Bruyckere - Kunsthall Aarhus • Bicycle Concerts • Big is beautiful • Big Little Film Festival • Billboard - Made by Scrap • Bird • Brabrand Light • Bring Home the Oysters! • Brothers - Bier Trilogy • Business and Culture Platform • Business Clusters and Resource Bank • Café Baash • Can festival waste be made sexy? (Northside) • Cartoons in Motion • Catastrophic Meal • Celebrate the Year - Aarhus • Charity Tiles • Children and Film • Choir from Greenland • Circus on my mind • Coal Bridge • Complexity of Belonging - Aarhus Festival • Concert-in-Stallation • Connecting • Conversations in time • cooperation • Crazy Together • Creative and Cultural High School • Creative Micro Platforms - Lynfabrikken 2.0 • Creative neighbourhoods • Creative Tastebuds • Creativity World Forum • Crime Book Festival • Crime Book Festival Mystery Trail • Crisis Loves Company • Crossroads • Cultural Children of Europe • Cultural Entrepreneurship

Programme • Culture by Bike • Culture Meet on Mors • Culture Week (Spot Festival) • Cyclus - Cycle Karma • Cyklo • Cyklo Festival • D:A:N:G:E:R • Dance Baby Dance! • Dance your Neighbour • DanceOmatic • Dawn ride • Day of Records • Days of Nordic Performance Art • DENNIS Design Center • Depth of Fields • Dicte 3 • Digital Art Exhibition • Dragons of Europe • Dramatics for Children • Drawing Festival • Edda - Aarhus Theatre • Equal - different - similar Equality for all • eScape • European Community Media Centre for Diversity and Intercultural Dialogue • European Encounters Manors and Country Houses as European Cultural Heritage • European Film Network - Cinema Europa • European Youth Consensus • EUtopia - International Festival • Event Lab - The Botanical Garden • Exploratorium • Exploring the Process of Drawing in Layers • EXPO - Architecture 2.0 • Face - the exhibition • Face and Identity • Festival of the Century - Europe 1950-2000 • Film and Media Operator • Film in the Forest • First Lego League Open European Championship 2017 • Fish-a-Deli-Circus • Flower Power - Aarhus Festival • Food Festival • Food Operator • For Aarhus • Freedom Prison • Freight - Aarhus Theatre • Fresh Eyes • Friendship Park 101 • From coffee grounds to gastronomy • From Godsbanen to Gellerup • From Stavnsager to Constantinople • Future Living • Geocaching in Lemming • Lucinda Childs Legends week • Philip Glass Legends week • Global Jazz Explorer • Global Opera - Aarhus Festival • GoGreen • Grasslands • Green Apartment Complex in Gellerup • Grenaa Harbour • GrowOP! Festival • Heart of Aarhus • Here we Are! • Hesitation of Light • Hidden Places • HollyWoodge Cross-pollination between Culture and the Labour Market • How can we feed the world? • Human Ecology • Human Nature • Humans in Balance • Hunger • Hypotheticals • ILT '13 • ILT Festival • Image Storm - Blasphemy, Gender

and Otherness • Imaginaria • IN & AT • Information Kiosk - Aarhus Festival • International Children's Literature Festival - Aarhus 39 Produced by HAY Festival • International Day • INUIT • It Has a Golden Sun and an Elderly Grey Moon • Jorn + Munch • Kedja Encounter 2017 • Kunsthal Aarhus • Land of Wishes - Regional Children's Opening • LearnDanish Intercultural Platform • Lebo Fall - The Summer House Song • Life at the Fjord • Life Boats • Life of the Dead • Light Show at Dokk1 - Aarhus Festival • Lightlens • Lightlens - Regional • Lightstone • Line Caught • Literary Lounge • Living Table • Made in Europe • Maestro • Manifesto • Master of Cultural Entrepreneurship • Mayfly Production Festival • Meeting Place • Meetings - Mid & Western Jutland • Mejlgade for Diversity • Mejlgade Lab+ • Message to the Future • Metropolis, Provinces and Art • Michael Palmer Art Writing Residency • Mikhail Karikis - Chalk Factory • More Fair than the Sun • Morph - Aarhus Theatre • Mother Tongue • Move for Life • Moving Spaces • Museum in Reverse • Music in Kildebjerg Ry Sensory Zone • Music Unites Europe • MuX • My Icarus Complex • My Playground • My Playground - Favrskov • My Playground - Holstebro • My Playground - Horsens • My Playground - re-research programme • NADA • Nada II • Nathan Coley - The Same For Everyone Ø • NeoArctic • New Danish Modern • New Moves • New Nordic Noir • New Voices Gellerup • Night Film • NO9 - A Technicolor Dream • Non Space • Nothing • Nukiga • NUKIGA Festival • Off Road 2017 • OFFTRACK - Architecture and Urban Space • OFFTRACK - Art and Street Art • OFFTRACK - Creative Networks • OFFTRACK - Film and Animation • OFFTRACK - Food and Gastronomy • OFFTRACK - Music, Audio and Lyrics • OFFTRACK - Performing Arts • OFFTRACK - Sports • OFFTRACK PRO • Official Opening • On the Edge - Literature Festival 2017 • On the silk road

- We are all connected • One World Music • Open Hearts - Bier Trilogy • Open Space Opera • Open Workshop - multicultural talent development and Artist Residency • Opening - Pafos - Choir • Opening - Pafos - Jazz • Operation Salomon • Oppenheimer • Origins 2017 • Our Village in Europe • Outdoor • Outdoor Festival • Overtaci Fields • Park Project AW! • Part of the Team • Pass It On • People in the Masterplan (Gellerup) • Playing in the Urban Landscape • Premiere - Aarhus Theatre • Professional Workshop - Children's Literature • Project about art in public spaces • Public Movement • Public Opening • Pulse Aarhus • PUSH PLAY MOBILE • Quonga Festival • Radicals in Residence • Rap-O-Fonia 1.0 • Re-booking • RECCORD • REcession festival • Residencies // Godsbanen • Refugees - those we climb over to get ahead • Restaurant Moment • Rethink Activism • Rethink Arenas for Sport and Culture • Rethink Camp • Rethink Folk Music • Rethink Friendship • Rethink Human Being • Rethink Hunger • rethinkIMPACTS 2017 • Rethink Learning • Rethink Museums • Rethink Reformation • Rethink Religion • Rethink the Creation • Rethink the Village • Rethink Theatre • Rethink Tourism in a Coastal City • Rethink Urban Habitats • Rethinking Agricultural History • Rethinking Culture and Business - Or how to Construct the Perfect Arts Institution • Rethinking the Bricks • Reuse • Rising. Architecture Week • River Art • Robert Le Page performance - Aarhus Festival • Rock the Region • ROOM for Play and Learning • Route15 • Routes and Tracks - development seminar • Royal de Luxe • Røde Orm • Røde Orm - Children's activities • Saddle up • Saints and Town Gates • Same But Different • Samsø Sustainability Festival • Scenography Cityscape • Sculpture City Selde 2017 • Seahorses - Myths and Straw Bales • Sense and senses • Senses of cities • Set Worship Free • Seven

Deadly Sins • Seven Deadly Sins – catalogue • Seven Deadly Sins – Euroinvasion • Shadows of the City • Shakers, Lovers and Bystanders • Show Off • Silkeborg Fireworks Regatta • Sisyphus • Skatecamp for Girls • Skateday - girls only • Skateducate • Skatemusicpark • Snapsting Rethink Your Audience • SnowOff • Socle du Monde 2017 - To challenge the Earth, the Moon, the Sun, and the Stars • Song Dong - The Centre of the World - Kunsthall Aarhus • Sonic Ark • Sound+Literature • Spark • Spektakel Festival for Children • SPOR. New Music School • Sport Tailgate 2017 • SPOT Festival 2017 • SPOT Music, Film & Interactive • Spring forward • Spøttrup Castle • St. John Passion • Staging • Stand-Alone Solo Performance Festival • Star Alumni Across Borders Film Festival 2017 • Stepping Stones • Stop! Dance • Street Art Gallery • Street Art til Rabbit Hole • Street Shapes • Streetattack2017 • Streetfestival 2017 • Struer - City of Sound • Super 8000 • Supernoise 2 • Sustainability Operator • Sustainable Energy for Life • Sustainable Market • Symphonic Residencies • TakeAwayArtMuseum • Talking Genders • Tekne • The Architecture Race - get to know Aarhus • The Athletics Rambla • The ballad of Agnete and the Mermaid • The Blue Bridge - Aarhus Festival • The Boundless Kitchen • The Catalyst Experiment • The Chinese are Coming • The Christmas Oratorium • The Crime Book Festival - upcoming authors • The Cyanide Garden • The Danish Art Foundation - 50th anniversary • The Dark Tower • The Dishonourable Nightmen of Denmark • The Dissidents • The End - Aarhus Festuge • The Experimentarium of Architecture • The Garden • The Good Madness - Vision Seminar • The Good Madness Festival • The Good Madness Festival - 'you were born human' • The Good Madness Festival/Gypsy Festival • The Island • The Journey of Røde Orm • The Kunsthall and the

Villages • The Manure Gallery • The Medieval Battle • The Most Ugly Festival - Concert Pilot • The Network BUM • The Overheard • The Ramp - Ny Malt • The Red Hour • The Reformation in the Flesh • The Road - a highway performance • The Sleepover • The Square - Silkeborg construction site • The Summer House • The Way the Dead Love • The White Tribe @ Dokk1 • The white Tribe @ Pafos • The Aarhus Song • THIS • THIS IS (X) • Ticket to Future Festivals • Tilst Culture Festival – Ravnerok • Tree of Codes (Manchester International Festival) • Tree of Codes (Aarhus Concert hall) • Triangle • Ukh International Festival 2017 • Uncle Tang's Hangout • Unleash2017 • Up! • Upcoming Aarhus • Urban Instigator • Urban Lab • Urban Substitution • Urban Waves • USE academy • UTA for Everyone • Venuhack • Venus Envy • Volunteer Database – Venma • Walking Lectures - Wolf Safari • Walking Lectures on Ants • Watermusic • Watery Frills • WE GOT MUSIC/Stories • What if Women Ruled the World? • When Threads are Tied • Where There is a Will... • Words in their Eyes - Visual Poetry • World at your Feet • World Images • Young Creators • Young glass • Youth Camp - Mors Culture Meet • Aarhus 2017 Design to Improve Life Challenge • Aarhus Alternatives Festival • Aarhus Architecture Festival (AAFx) • Aarhus Bus Lane • Aarhus City Finale • Aarhus Film Festival • Aarhus International Performance Festival • Aarhus Listening • Aarhus Stories – Exhibition • Aarhus Stories – Performance • Aarhus Sustainability Model • Aarhus Volume • Aarhus Youth



Photo: Per Bille
Dance, Lucinda Childs, part of Legends, Aarhus

Aarhus 2017 Foundation Board in 2017

Jacob Bundsgaard	Chair of the Board and Mayor, Aarhus Municipality
Anders Byriel	Vice Chair of the Board and CEO, Kvadrat A/S
Rabih Azad-Ahmad	Alderman, Culture and Citizen's Service in Aarhus Municipality
Anne Glad	Consumer Expert
Bent Hansen	Chair, Regional Council of Central Denmark Region
Morten Mølholm Hansen	CEO, The Sports Confederation of Denmark (DIF)
Eva Harlou	Owner Eva Harlou Architects
Marie Koldkjær Højlund	Musician, composer and PhD, Aarhus University
Marie Nipper	Curator and Art Consultant
Anders Nørgaard	Chair, Culture and Leisure Committee, Favrskov Municipality (Culture Ring East Jutland Cultural Covenant)
Johs Poulsen	Chair, Culture Committee, Herning Municipality (Mid and West Jutland Cultural Covenant)
Martin Ravn	Member of the City Council, Horsens Municipality (East Jutland Growth Band Cultural Covenant)
Jens Bjerg Sørensen	CEO, Schouw & Co A/S

Observers

Kirsten Jørgensen	Director, Culture and Citizens' Services, Aarhus Municipality
Ib Christensen	Head of Culture, Aarhus Municipality
Jacob Stengaard Madsen	Regional Director, Central Denmark Region

Aarhus 2017 Foundation staff in 2017

Management

Rebecca Matthews	Chief Executive Officer
Juliana Engberg	Programme Director
Rina Valeur Simonsen	Head of Strategy and Operations
Bent Sørensen	Head of Communications
Karin Buhl Slæggerup	Head of Partnerships and Development
Carsten Holst	Strategic Advisor

Programme team

Christine Byriel Andersen	Production Manager
Malene B. B. Andersen	Programme Officer
Trine Bang	Programme Coordinator
Gitte Bligaard	Programme Officer
Anne Katrine Husted Brodde	Intern
Pia Buchardt	Programme Officer
Anne Line Bugge	Programme Officer
Bikendi Cadelo	Programme Officer
Mette Elmggaard	Programme Officer
Morten Falbe-Hansen	Creativity World Forum Project Manager
Haizea Galarreta	Programme Officer
Thomas Mee	Production Coordinator
Sif Rauff	Programme Officer
Tyler Shaw	Producer
Peter Studstrup	Programme Officer
Maria Vandborg	Programme Officer
Christina Brix Vesterdal	Project Budget Controller
Lene Øster	Regional Manager

Strategy and Operations team

Jette Bøjesen	Executive Assistant
Brian Ebbesen	Monitoring Manager
Bjarne Skovsborg Hansen	Legal Officer
Anne Marie Larsen	International Relations Manager
Anne Juhl Nielsen	Monitoring Manager
Maria Hyllested Poulsen	Intern
Line Sheridan	Administration Officer
Johannes Søjholt	Student Assistant
Karen Thomsen	Financial Officer

Communications team

Charlotte Andersen	Intern
Marianne Andersen	PR and Marketing Officer
Nana Andersen	Student Assistant
Line Berthelsen	Office Assistant
Dorthe Dee Olsen	Communications Officer
Malene Dubgaard	Intern
Kirsten Elkjær	Communications Officer
Helle Erenbjerg	Communications Coordinator
Cecilie Fast	Volunteer Coordinator
Sine Jensen	Community Officer
Susanne Hyldborg Jensen	Volunteer Coordinator
Stine Kristensen	Project Officer, Volunteering for Everybody
Louise Nielsen	Event Assistant
Signe Nydam	Communications Officer
Ulla Svenningsen Lund	Volunteer Manager
Kristian Thrane	Community Manager
Sofie Van Norde	Event Coordinator
Peter Vestergaard	Head of Press

Partnership and Development team

Anne Søndergaard Brüel	Intern
Karen Louise Juhl Christensen	Partnership Officer
Susanne Landergren	Partnership Officer
Martin Porse	Partnership Officer
Sanne Ravn	Partnership Officer



Photo: Jan Keijser