

# APPLICATION

An aerial night photograph of Aarhus, Denmark. In the foreground, the word 'AARHUS' is spelled out in large, three-dimensional letters made of warm white lights, arranged in a grid pattern on a dark surface. In the background, the Aarhus City Hall (Rådhuset) is brightly lit, showing its classical architecture with a pediment and columns. The surrounding city is dark, with some streetlights and other buildings visible in the distance.

JUNE 2012  
AARHUS CANDIDATE  
EUROPEAN CAPITAL OF CULTURE 2017





# APPLICATION

**JUNE 2012**

**AARHUS CANDIDATE**

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# COLOPHON

**Title: Aarhus 2017 Candidate European Capital of Culture 2017**

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- 1.4 | Page 14:** Which geographical area does the city intend to involve in the "European Capital of Culture" event? Explain this choice.
- 1.5 | Page 17:** Please confirm that you have the support of the local and/or regional political authorities.
- 1.6 | Page 17:** How does the event fit into the long-term cultural development of the city and, where appropriate, of the region?
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- 1.8 | Page 20:** Explain how the event could fulfil the criteria listed below. Please substantiate your answer for each of the criteria (this question must be answered in greater detail at the final selection stage).  
As regards "The European Dimension", how does the city intend to contribute to the following objectives: To strengthen cooperation between the cultural operators, artists and cities of your country and other Member States, in all cultural sectors; to highlight the richness of cultural diversity in Europe; to bring the common aspects of European cultures to the fore?  
Can you specify how this event could help to strengthen the city's links with Europe?
- 1.9 | Page 24:** Explain how the event could meet the criteria listed below. Please substantiate your answer for each of the criteria  
As regards "City and Citizens", how does the city intend to ensure that the programme for the event: Attracts the interest of the population at European level; encourages the participation of artists, stakeholders in the socio-cultural scene and the inhabitants of the city, its surroundings and the area involved in the programme; is sustainable and an integral part of the long-term cultural and social development of the city?
- 1.10 | Page 26:** How does the city plan to get involved in or create synergies with the cultural activities supported by the European Institutions?
- 1.11 | Page 27:** Are some parts of the programme designed for particular target groups (young people, minorities, etc.)? Specify the relevant parts of the programme planned for the event.
- 1.12 | Page 28:** What contacts has the city or the body responsible for preparing the event established, or what contacts does it intend to establish, with: cultural operators in the city? cultural operators based outPage the city? cultural operators based outPage the country?

- 1.13 | Page 30:** In what way is the proposed project innovative?
- 1.14 | Page 30:** If the city in question is awarded the title of European Capital of Culture, what would be the medium- and long-term effects of the event from a social, cultural and urban point of view?  
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# FOREWORD

**JACOB BUNDSGAARD**  
**MAYOR**  
**AARHUS CITY COUNCIL**

**MARC PERERA CHRISTENSEN**  
**ALDERMAN FOR CULTURE**  
**AARHUS CITY COUNCIL**

**BENTE NIELSEN**  
**ACTING REGIONAL COUNCIL CHAIRMAN**  
**CENTRAL DENMARK REGION**

Following an intense period of preparation, we are proud to submit the final application for the European Capital of Culture 2017 on behalf of the City of Aarhus and its partners, The Central Denmark Region and all eighteen local councils in the region. We submit this application with backing from all political parties in all constituencies in this region of 1.2 million citizens, and with an allocated budget to invest in the ECOc project of 26.6 million Euros, which has been committed by all our partners in a time of severe budget reductions in the public sector. This underlines a clear and unilateral statement of faith in the role of arts and culture as an absolute necessity in our society.

Since our preliminary application, this coalition has become even stronger as we have also engaged the private sector in this project across the region. Businesses across the region are now actively engaged and committed in the business clusters which the sector itself has initiated.

We are also committed to major investments in cultural and urban infrastructure projects. These will provide new public spaces and new cultural institutions which are in fact new models for libraries, museums, cultural production and community centres and learning environments.

On a larger scale, we are engaged in developing new models for more sustainable urban communities, including Gellerup/Toveshøj as one of a number of challenging issues in Aarhus. At the same time, we are engaged with issues such as rural isolation and models for future villages, which is the downPage of urban growth and must also be addressed.

Infrastructure is not just about bricks and urban planning, but cultural, knowledge and social infrastructures are also absolutely relevant - indeed key - as part of our **RETHINK** theme. Our proposal, therefore, also includes a four year program in 2013-2016 of competence development for the cultural and creative sector. We see this as a vital aspect of ensuring the long term benefit of **AARHUS 2017** and a high degree of sustainability after 2017.

Our cultural operators and institutions have developed projects and programmes which underline their artistic potential and their cultural vision and which provide a strong foundation for the European Capital of Culture in 2017. Our programme is built on strong regional and European partnerships, which ensures that it is relevant both in a local and European context and has high artistic quality.

The **AARHUS 2017** programme will present a diverse range of projects, which will relate to citizens of all ages across the whole region. Engaging and involving the population not only as audience members but also as participants is absolutely crucial for our strategy. In order to generate relevant solutions, we must involve and empower the individuals, communities and stakeholders who are directly affected. It is very clear to us that our overriding theme - **RETHINK**, resonates strongly in the current European context and reality. The need to rethink our basic social, urban, cultural and economic formats is ever present, now more than ever before.

We see **AARHUS 2017** as a laboratory for next practice, a European laboratory where arts and culture are key to addressing many issues. We commit our city and our region to this agenda as a manifestation of how the arts, culture and the creative sector can be part of the solution. The ECOc must not just celebrate European ideals and present European cultural diversity, it must also provide a working platform where issues can be confronted together and where partnerships and cross sectoral alliances across many kinds of borders and divisions can indeed provide possible ways forward.

Our program is rooted in concrete dilemmas, optimistic in tone and resolute in commitment. During the last three years, we've strived to create a project with significant regional commitment. This process has been rewarding and has resulted in new collaborations and approaches. This spirit of collaboration constitutes a strong foundation for the future process.

We believe that Aarhus can indeed become a European city. Not by presenting itself as being unique, although naturally we are convinced we have much to offer, but by engaging in common issues and by collaborating with other cities and regions to find common answers. Our vision is a Europe of partnerships which are intercultural, exploratory and focused on innovation and transformation.

To dare to position our city and region as a facilitator for rethinking on a European scale, we are absolutely dependent on the title of European Capital of Culture to provide us with the necessary platform to engage with Europe.

The question is not a new one and has often been asked: Can art change the world? Perhaps not, but art can certainly change the future.



Aarhus Skyline, June 2011



# I. BASIC PRINCIPLES

1.1

**Why** does the city which you represent wish to take part in the competition for the title of European Capital of Culture?

Europe faces many challenges which cannot be solved with simple remedies – from climate change and pollution, to issues of social exclusion, rising unemployment and a global competition.

The majority of Europe's population is living in medium and large scale cities. European cities are where these issues and these challenges are most urgent and where the work of finding solutions is most intense. Cities are where we find not only the common "burning platforms" but also the motivation for change and the resources, infrastructure and the desire for change.

Our continent is defined by the premise of a common and unique cultural heritage and cultural interaction, Europe also has a history of our culture fostering the creative mindset, and this will be necessary for addressing and solving the critical issues of our time. As we stated in our preliminary application, we believe the European Capital of Culture project is an ideal vehicle for exactly this.

A city of some 300,000 people, Aarhus is certainly not a European metropolis, constantly the focus of attention. Rather, it is one among hundreds of medium-sized cities, where a European future must in fact also be explored and defined. However, with Denmark's largest university – among the best in Europe – and with the youngest population in Denmark, we believe our Aarhus as **ECOC2017** can provide a perfect starting point and springboard for facilitating new answers to the challenges facing European cities.

We see the ECoC a cultural laboratory where reflections, the exchange of ideas, and definition of possible solutions with **AARHUS 2017** as the common platform. Arts, culture and not least creativity are vital instruments in the efforts to address these global issues. "**RETHINK**" as our chosen theme, will be our rallying point, our methodology and our mindset.

Offering ourselves, our city, our region and our resources as a European laboratory is the pivotal motivation for our **ECOC 2017** candidacy. We believe this will make the ECoC project not only interesting but also relevant for citizens in Europe and for Europe's future. Naturally, in particular, for citizens in Aarhus and the region, as well as for other Europeans participating in **AARHUS 2017**.

Aarhus City Council announced its **ECOC 2017** candidacy in August 2007. Subsequently the Central Denmark Region formally joined, followed by all 18 city councils in the region – but still with Aarhus as the driver of the project.

Since the announcement of our candidacy, the ECoC project has been at the core of Aarhus' current cultural policy from 2008-2011. In the initial council debates our candidacy has been highlighted as a decisive motivation for the case for ongoing cultural investment and the city's business strategy has also positioned 2017 as a milestone in the business development plan "Knowledge to Growth 2010-17-30".

With **AARHUS 2017** setting the bar for the city's cultural policies, a broader and more integrated cultural approach has been established in the city. This includes the arts, urban development and aesthetics, integration, business development and tourism as well as international relations and collaboration. Since 2008, cultural policy and a cultural approach has become more potent, and more inclusive within the overall planning and understanding of the city.

## AARHUS 2017 MAXIMISES ARTISTIC AND CULTURAL POTENTIAL

The city of Aarhus is committed to supporting places where the arts and culture are presented, as well as places where the arts and culture are developed and created. Aarhus is committed to providing artists, creators and cultural professionals with the best opportunities for artistic and cultural production. A high level of cultural provisioning is necessary make the city a hub for artists, cultural operators and citizens who want to participate and engage in culture. The city aims to be attractive to students, while also providing optimum conditions for the business sector.

Aarhus and the region already has a strong cultural infrastructure and new, large projects have been decided upon and initiated. Over the past decade, Aarhus has completed several cultural de-

velopments including building Aarhus Filmby (Aarhus Film City) of 10,000 m<sup>2</sup>, the ARoS art museum (19,000 m<sup>2</sup>) and extending the Music Hall by 17,000 m<sup>2</sup>, - doubling the overall area. The extension of the Music Hall comprises three new concert halls and new facilities for the Royal Academy of Music. As recently as March 2012, Aarhus opened a new cultural production centre – Godsbanen (The Freight Yard) – of 10,500 m<sup>2</sup>. Promus – production centre for contemporary music – in a building of 2,200 m<sup>2</sup>, opened in 2010.

A number of new cultural institutions will be ready before 2017. These include Urban Mediaspace - Aarhus' vision of the library of the future, which will open in 2014/15, the Moesgård Museum will reopen in 2014 and the "Modern Town in the Old Town" where new buildings are open to the public as they are completed. The latter two are large cultural heritage museums offering their perspective on future dissemination of cultural heritage. Several new hybrid culture-knowledge-experience centres are opening in the region such as the 159 year old "Fængslet" (The Prison) in Horsens which will offer a wide range of cultural activities.

These large cultural centres will no doubt create opportunities for artists, producers and audiences. However, the need for "soft infrastructure" such as new artistic content, new management methods, new relations to new groups and networks, is equally important. Artistic competence and ambition is necessary if the full potential of our new physical infrastructure is to be fulfilled. This is where **AARHUS 2017** can provide the conditions for an elevation of quality, content and artistic aspiration.

Our city has reached a point where **ECOC 2017** can act as a catalyst for the realisation of the enormous potential inherent in our new cultural infrastructure. Cultural politics are changing focus from consumption of culture to innovation and production and the ECoC is the ideal launch pad for this change. This cultural infrastructure offers a unique platform, where state of the art facilities offer the ideal testing ground for European artists, innovators and communicators. We want to inspire, inform and integrate new artistic and cultural practices, to reinterpret aspects of our common European heritage and - more importantly – our common European future, across national and cultural borders. A well equipped laboratory.

At the same time, the ECoC as a cultural and political platform, can be instrumental in extending our collaborations with the private

sector, while maintaining the political will to keep a firm focus on cultural investment. This is crucial to sustain cultural development at a time of latent and direct pressure to reduce cultural budgets in the public sector – an inevitable discourse when facing acute public budget deficits.

### **AARHUS 2017 ENABLES A TRANSFORMATION OF THE CITY**

The city has a new symbol – 275 tons of coloured glass and steel placed atop the ARoS Museum of Art. Looking up at this immense work of art, has given us many new perspectives of the city and of art. Olafur Eliasson's "Your Rainbow Panorama" captures the essence of a city in a time of transition. 523,000 people visited ARoS last year, making it the second-most popular museum in Denmark.

Aarhus is part way through a phase of enormous changes. Large, monotonous social housing areas from the 70s are being renewed and revitalised. Industrial areas which are now redundant are being regenerated and transformed into new central neighbourhoods. New public transport structures will change mobility patterns in the city as well as the region. By 2030, Aarhus is expected to house an additional 75,000 residents, 50,000 new work places and 15-20,000 more students. This makes the period the most expansive in the history of Aarhus, only paralleled by the early 1900s when the National Exhibition of 1909 acted as a catalyst for the city's development. This is our historic reference and analogy.

This begs the question: Is Aarhus a large provincial city or is it a small metropolis? Aarhus has always balanced on the edge between provincialism and metropolitanism. Now we are being offered the chance to redefine ourselves as a big city – not just in size, but in mentality, character and values.

We will rise to the challenge of redefining Aarhus as a metropolis, rather than continuing the perception of our city as a provincial city. The ECoC provides us with the context and occasion to do this. **AARHUS 2017** will contribute to the physical infrastructure and long term solutions by supplementing with social and cultural processes – the "soft" infrastructure and to ensure a balanced, cohesive and participatory development. Through the ECoC Aarhus will further strengthen our position as the cultural vehicle in the Central Denmark Region.

### **AARHUS 2017 WILL ESTABLISH A EUROPEAN LABORATORY**

The theme of the 2011 Aarhus Festival was "Beautiful Mistakes" referring specifically to arts and culture as an experimental space. During the crucial City Council debate of August 2011 where the council made the final commitment for **AARHUS 2017**, it was argued: "The theme of the Aarhus Festival underlines the need to think big and to be innovative. This also means we have to be ready to try things that are not a hundred percent safe – that we dare make mistakes. If we are afraid to make mistakes in the ECoC project, then we are afraid to be innovative. That, I think, is a prerequisite for rethinking."

Creating space for the unknown, the untried, for research and free thinking is becoming increasingly difficult. Artists, architects, researchers, youth groups and social workers, among others have stated this point repeatedly during our process. In a world where rationality and logic dominate, there is a desperate need to reflect, reconsider and recreate.

The desire to create "spaces of unlimited creativity and originality" motivates and mobilises our project. A risk culture is necessary in order to change our culture. In **AARHUS 2017** it will be acceptable to make mistakes, to think and act freely, to propose unusual and untried solutions, to change points of view and to act with courage against norms and expectations. This is the philosophical starting point for the European laboratory we will create through **AARHUS 2017**.

### **AARHUS 2017 WILL REDEFINE AARHUS AS A EUROPEAN CITY**

An important motivation is to challenge the latent acceptance of the city as anonymous in the European context. We will transform Aarhus into a city, that acts as an integral part of Europe, and defines itself as a European city, rather than just a city in Europe. This is not just a play on words. Being a European city implies a new mindset and commitment on many levels and is an ambitious statement of intent.

In many ways, Aarhus boasts a significant international profile. Our university is among the top 100 in the world according to several influential ranking institutes, and it is working consistently on further strengthening its European profile by increasing capacity for international lecturers, researchers and students, as well as international PhD students. With organisational structures strongly supporting talent development and international relations, at present the university has 6,000 international students, primarily from European countries.

All over the Central Denmark Region, independent cultural organisations are acting deeply in European contexts – they are indeed European institutions for example, The European Film College in Ebeltoft, The Odin Theatre in Holstebro, The Animation Workshop in Viborg, Swinging Europe in Herning and the Kaospilots in Aarhus. Similarly, many companies within the region are well known international brand names, establishing trends for design, architecture, energy, foods and health.

To strengthen this change of perspective, we are engaging with key operators, who are leading and informing our process. We feel the cultural sector is vital for the process of building the necessary bridges towards a far more integrated and committed way of addressing European issues and assuming shared responsibility for the European future.

In order to strengthen Aarhus' international profile, the city launched its new international brand – "Aarhus – Danish for Progress". The brand was the product of two separate analyses of the city's DNA, which showed conclusively that Aarhus as a creative and innovative hub would be much more potent with a stronger positioning in a European context. The Central Denmark Region is also working determinedly on internationalising their culture and business sectors.



These European ambitions require the city to engage in a far more dynamic, complex and shifting landscape. We firmly believe that the ECoC can provide us with a platform, which will help us redefine ourselves, our city and our region. We will rediscover our place in the European landscape in light of new challenges, giving us the opportunity to address cultural and social conflicts.

### **AARHUS 2017 WILL ALLOW US TO REACT TO CULTURAL GAPS AND CULTURAL CONFLICTS**

In 2005 Aarhus became the unwilling focus of global attention, when national newspaper Jyllands-Posten published the now famous and infamous drawings of the prophet Mohammed. The cartoons spawned worldwide reactions in support of freedom of speech, but also violent protests against the Danish state as well as Danish businesses. The consequent media storm was unprecedented for our city and indeed the nation.

This is a legacy we need to address, not through ideological statements or defensive speeches, but through actions – cultural actions. If our city is to redefine itself as a “European city”, this must include

the right for every citizen to engage in difficult issues and express themselves without fear of reprisal. A city where cultural and religious differences are met with respect and understanding. One might say our time is characterised by the dilemmas of “aesthetics vs. ethics” and “freedom of speech vs. responsibility of speech”.

Aarhus risks a global reputation as an “extremist-friendly” city. On March 31st 2012 the Danish Defence League – collaborating with their British counterpart – held a rally in the city. The rally was referred to as anti-Muslim. The ECoC title creates a forum for confronting these highly volatile issues in a European city context.

### **AARHUS 2017 WILL HELP US FIND ANSWERS TO CHALLENGES**

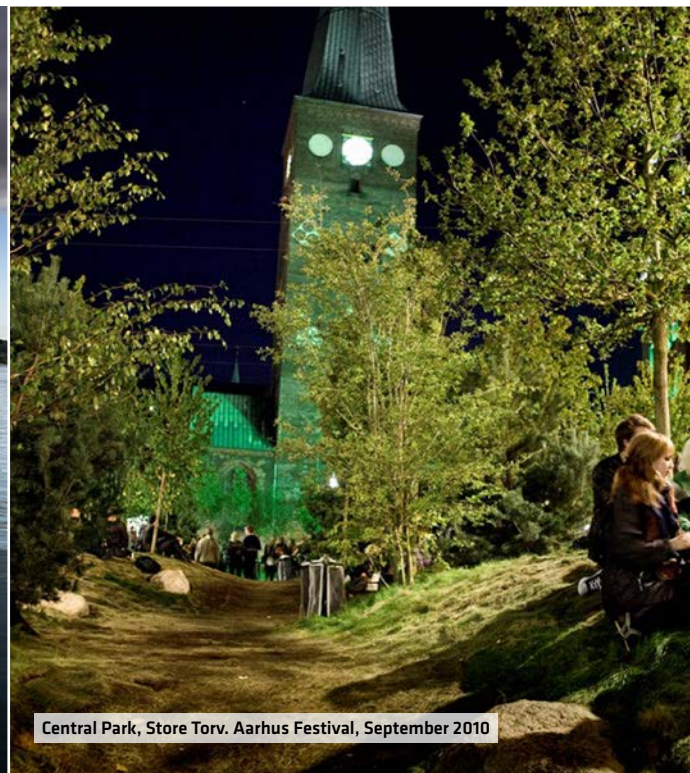
We perceive the ECoC as an opportunity to magnify our own and others’ agendas. There is a desperate need for new ways to enhance creative growth. In particular for developing sound alternatives to fossil based energy sources. A “climate of change” is a prerequisite for counteracting climate change.

The public sector is being challenged, not just in our city, but in cities all over Europe. This is the natural result of the current economic crisis, but also of changes in demographics with an ageing European population and issues of ensuring health and longevity. It is necessary to look at new models for citizenship, to make it easier for citizens to assume roles of responsibility within society. Formal political systems can no longer claim to engage our citizens sufficiently – this democratic deficit needs to be addressed.

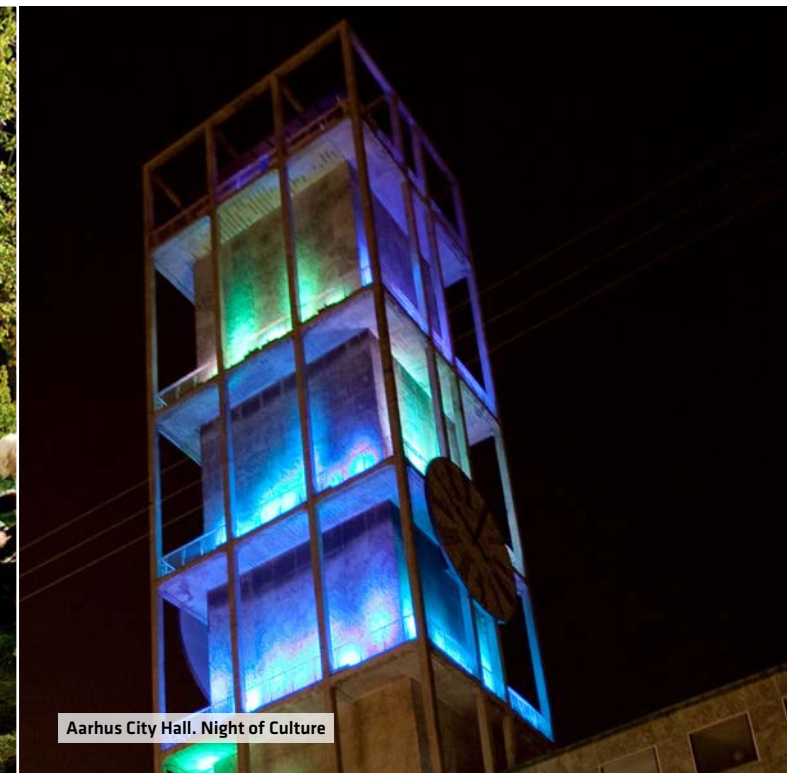
Such issues cannot be segmented they are often interrelated and cultural in scope. Confronting them is a common European challenge and identifying solutions is much more important than “presenting local differences”. Aarhus, the Central Denmark Region and councils in the region are committed to supplying resources and knowhow to engage the rest of Europe. We believe that we have something to offer. Our ambition to offer **AARHUS 2017** as a European laboratory, functioning over a five year period, is the result of the conviction that the burning issues of Europe are in fact our burning issues as well – and they cannot be extinguished separately.



Smukfest. Bureau Detours, 2010



Central Park, Store Torv. Aarhus Festival, September 2010



Aarhus City Hall. Night of Culture

– What, for it, would be the main challenge of this nomination? What are the city's **objectives** for the year in question?

Our objectives are naturally related to the long term strategies of the city and the region. They are also anchored in the aims of the ECoC-action itself and are the result of our analyses and our process.

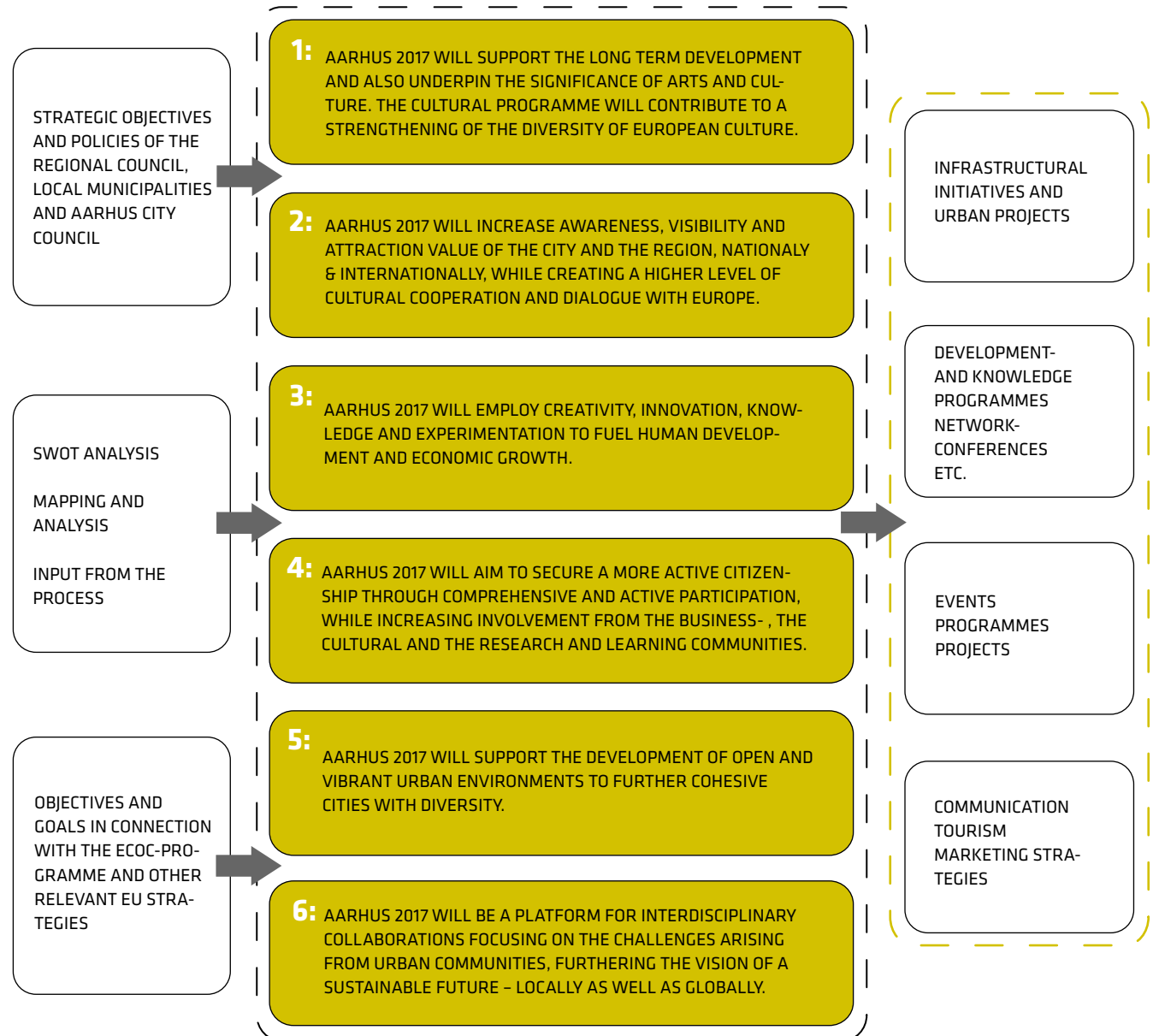
These ambitions and overall objectives have been summed up, and divided into six strategic goals.

These goals are formulated with and tested on a number of stakeholders and partners. They have been the subject of public debates in all the city councils in the region. Unanimously confirmed and adopted by the Aarhus City Council, the Regional Council and the eighteen City Councils in the region.

These goals underpin the key aspects of the project, highlighting the cross-sectorial perspectives of the cultural, urban, social and business dimensions.

**AARHUS 2017** is viewed as a natural vehicle for growth in the city and region, supporting positive development through innovation and experimentation. Participation, engagement and sustainability are the core values. In this respect arts and culture are seen as catalysts of an overall process of change and transformation, motivating municipalities, the region and many participants through the goal of becoming a truly European city, rather than just city in Europe.

FIGURE 1.1: STRATEGIC GOALS





## 1.2

Explain the concept of the **programme** which would be launched if the city was nominated European Capital of Culture?

### PROGRAMME STRATEGY FOR AARHUS 2017

Our programme has the perspective of a decade - from 2008 to 2018 - because this is necessary in order to build a sustainable project, which has long term perspective and relevance. Key programmes must be solidly anchored in order to survive post 2017. The foundation of the programme is built on this ambition, and it is embedded in our strategic goals - that **AARHUS 2017** aims to strengthen the role of art and culture.

To achieve this degree of impetus we have engaged and involved key operators in the process since 2008, establishing a firm ground for our strategic programmes, which will be launched in 2013 and all have long term perspectives.

We have involved artists, cultural institutions, local communities, schools, colleges, universities and local councils in a process of open workshops, which have generated a number of strategic programmes to strengthen the basic foundations for the arts and culture sector in 2017 and beyond.

Many of these programmes are “need to have” as opposed to “nice to have”. They are the results of common analyses as well as co-creative processes driven forward by alliances and networks, which have made a concerted effort to formulate relevant programmes. Larger and more visionary programmes than individual projects.

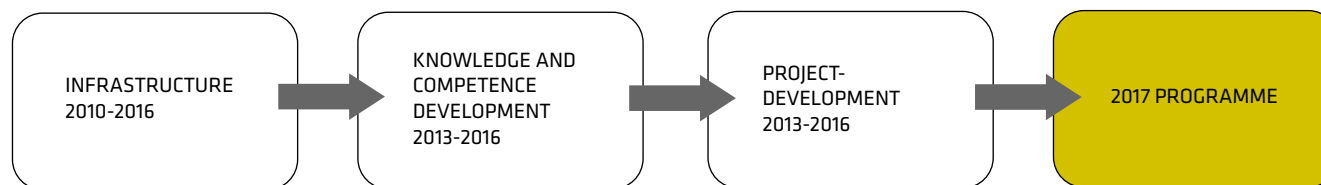
### A DEVELOPMENT PROGRAMME 2013-2016

Our “core programme” is clearly linked to strategic development of the cultural and creative sector in the city and region over a five year period. We will invest in development and production - with new artists, new formats and with new partners. This will not just be preliminary for 2017 - but it is absolutely essential in itself - and will consist of two cross-cutting programme strategies, and a strong effort to build projects with a longer perspective.

- Cultural infrastructure: Building and completing cultural infrastructure, urban regeneration, redevelopment, projects and improvements in public spaces 2010-2016. These are innovative projects, which provide both architectural “frameworks” as well as the basis for new opportunities to rethink arts, culture, creativity and social innovation.
- Soft City - a knowledge and competence program for Aarhus 2017: A massive investment in “soft” city infrastructure, i.e. the amassing of knowledge, networks and knowhow in and of the cultural and creative sectors. This applies to professional artists and creative businesses, children and young people and the community at large.
- Key cultural programmes and projects with long term perspectives, including large scale international co-productions, development of existing and new festivals and regional based programme as well as major independent projects.



FIGURE 1.2: DEVELOPMENT PROGRAMME 2013-2016



## FOUR STEP PROGRAMME DEVELOPMENT

The programme will be built in four steps:

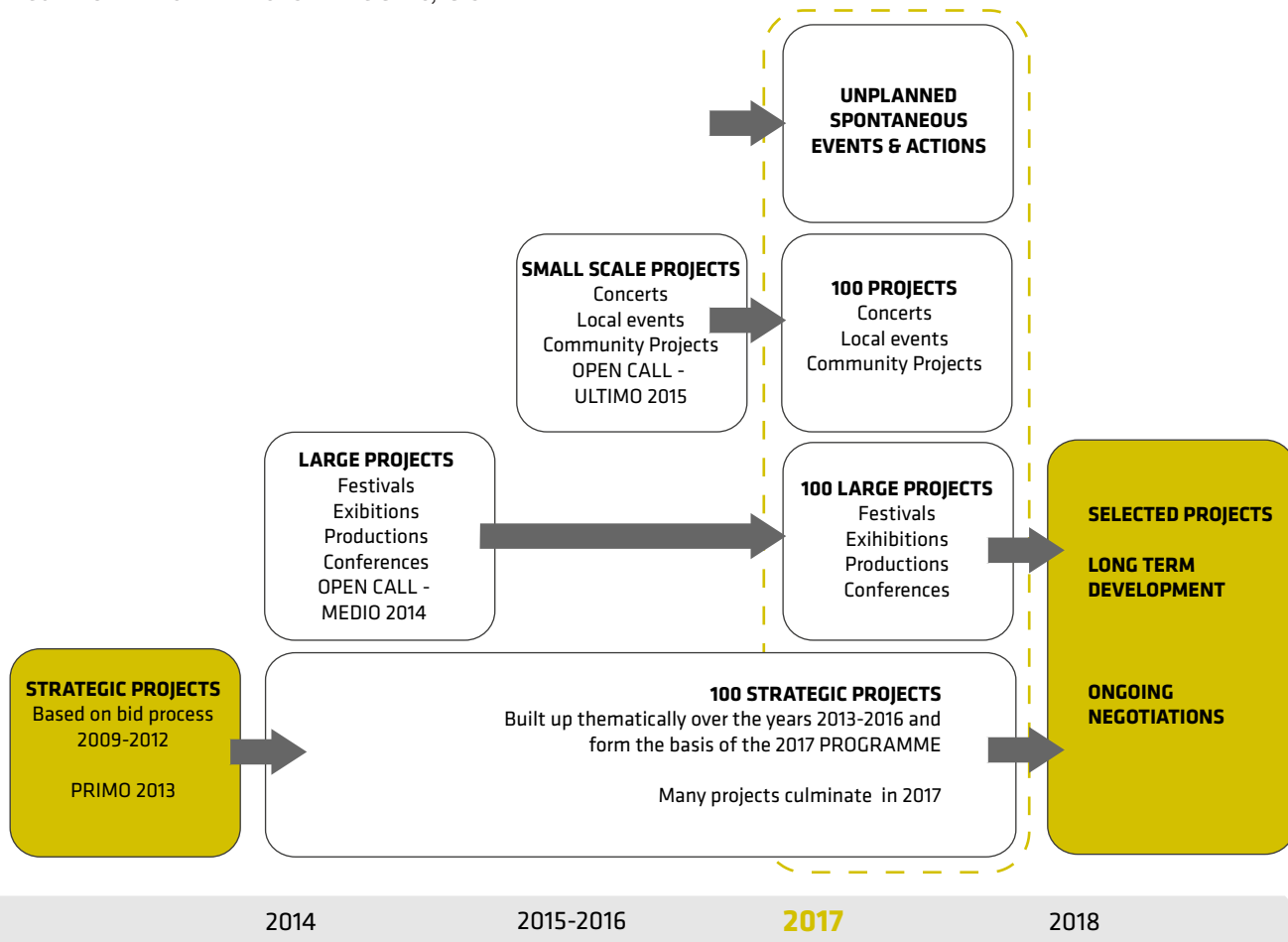
1. Strategic projects, network projects, European long term collaborations and key development projects requiring a four year build up (2013-2016). These are all included in this application, and will receive formal approval mid 2013.
2. Medium scale projects for 2017, including performing arts and music series for concert halls and cultural centres, individual fes-

tivals and artistic commissions, independent programmes and international co-productions. Open call: ultimo 2014.

3. Small scale projects for 2017, including community projects, local projects, children's and youth programmes. Open call: ultimo 2015.
4. Spontaneous projects and events, which can be launched in 2017 e.g. projects triggered by international events.

We maintain this four step set up to ensure that partners, with varying planning horizons can all engage in the project.

FIGURE 1.3: DEVELOPEMENT OF STRATEGIC PROJECTS

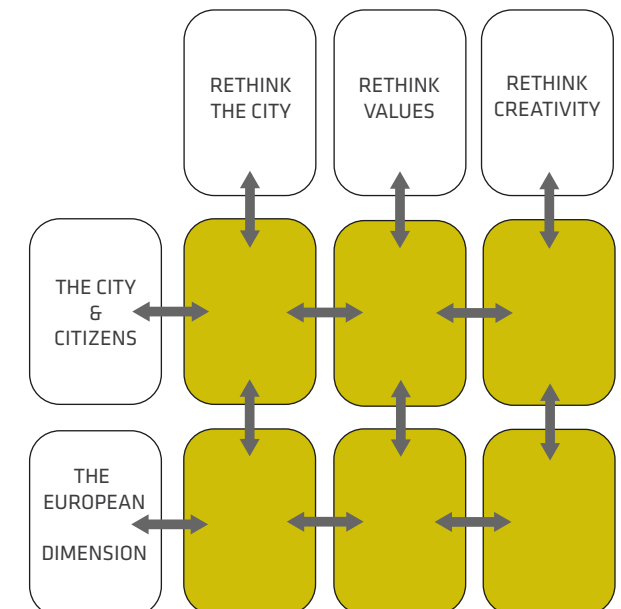


## THEME AND PROGRAMME STRUCTURE

We have defined a programme which is built on three main programme arenas, and these reflect our overall programme structure.

- **The City** – culture as expressed and shaped by our physical environment – as habitat and social structure. The city programme encompasses urban space, architecture and urban development processes, the notion of the city as an urban playground and cultural landscapes that connect the region – both urban and rural. Exploring the future of the city is a vital part of the programme, but collective memory, tradition and history are also very much present. As our collective space, the city might be the common key to our complex cultural identity.
- **Arts and Creativity** – arts and cultural production are naturally entwined in the basic fabric of the ECoC programme. This includes artistic production of all types and also includes a broad definition of the creative sector, which has always had a well defined position in our city and region. We will also highlight the digital city as a vital aspect which both expands and extend the arts, while identifying new communication perspectives, formats and connections.

FIGURE 1.4: PROGRAM STRUCTURE FOR AARHUS 2017





- **Values** – culture as ethics, morals and value systems. This includes social practices in the context of ethnicity, language and nationality, in a time of conflicting interests and where new relationships must be created with the opportunity to address the need for common values. Three different values make up the framework of our project: diversity, democracy and sustainability which all link to both creativity and to the city.

Projects rooted in the city programme relate to our strategic goal **of creating an open and dynamic urban environment, which facilitate both a sense of community and diversity.**

**Arts and creativity** projects contribute to the strategic goal of **supporting the vision of European cultural diversity**, as well as the goal of **supporting innovation, creativity, knowledge and experiment as a basis for individual development and collective social and economic growth.**

Projects based on diversity, sustainability and democracy relate primarily to the goal of **finding new solutions to current socio-cultural- environmental challenges in urban areas and support the vision of a more sustainable culture- locally and globally.**

We will also ensure that the two fundamental ECoC-programme concepts – “the city and the citizens” and “the European dimension” – will be completely integrated in all three of our programme areas.

## THE PROGRAMME FOR 2017

We naturally expect the year 2017 to feature a very intense programme, which will engage and entertain, but also inform and challenge. We expect extraordinary conclusions to the four year “European Laboratory” programme, with 2017 acting as a European showcase.

Additional projects and programmes will be selected via open calls in 2014 and 2015 and by curating. Our goal is that at least half of the programmes and exhibitions will be based on new productions/creations.

The programme for 2017 will have a simple format of three seasons – spring, summer and autumn, each with a four month span, reflecting the seasonal and cultural calendars. The overall dramaturgy is therefore quite clear with three programme arenas and three seasons providing a clear format. Seasonal themes will relate to all three programme arenas, and ensure connectivity between the themes, creating a dynamic flow in the dramaturgy of the programme.

We expect that the **AARHUS 2017** programme will comprise approximately of 100 large projects (many are included in this application) and between 150-200 smaller projects. In total, these projects will

deliver some 17,500 events during the year. We calculate 3.8 m. visits in 2017 all over the region.

We plan to make the programme as accessible and attractive as possible for the entire population and the most important events of the year will be free of charge in order to ensure maximum attendance. We plan to utilize rooftops, backyards, coastlines, buildings due for demolition, parks, lakes and forests; we will invade work places, hospitals, city halls, schools and day care centres. Our programme will target every citizen and public space will be our main cultural space in accordance with our goal of **strengthening active citizenship and participation.** (City and the citizen dimension).

2017 will be a year to experience major exhibitions, international performing arts and magical concerts. It will be a year of **increasing visibility and attraction, nationally and internationally.** At the same time the development of European cultural collaborations and dialogue will be manifested in earnest. (European Dimension).

## 2018 – RELAUNCH

Following the evaluation and assessment of the projects (2017/2018), we expect certain selected projects to continue and become integrated in long term cultural planning. We will reserve 3.5 m Euro, in 2018 for projects and initiatives we expect to continue beyond 2017.

FIGURE 1.5: SEASON PROGRAMME, 2017

### SPRING 2017

We are reflective and retrospective – with new eyes and new perspectives. A season launching from rethinking and retelling the city’s cultural history and the links between the city, the region and Europe. A season which leads to reinterpretations of the city by museums but also through new voices, new narratives, new communities and new communication formats.

25 LARGE PROJECTS  
4,000 EVENTS  
1 M VISITORS

### SUMMER 2017

We are extrovert with a global perspective where mind, body and consciousness react to landscapes and the forces of nature. We move into the urban space and out of the city to gain new experiences and new awareness and follow ancient routes. We celebrate the forces of nature. A season of meeting the contemporary European in music, theatre, art and film. A summer of experiencing extraordinary events in extraordinary places – together.

50 LARGE PROJECTS  
10,000 EVENTS  
2 M VISITORS

### AUTUMN 2017

We look ahead towards changes and new models – new utopias – but are aware of dystopian probabilities. We find space for children, youth and experimentation to be expressive and find that art is extreme while making sense. A season of new formats, expressions and upheavals to create new opportunities and futures – locally and all over Europe. We re-design, re-imagine and re-build, more informed, more aware after re-thinking for five years.

25 LARGE PROJECTS  
3,500 EVENTS  
0.8 M VISITORS

## Could this programme be summed up by a **slogan**?

Our theme is **RETHINK**. **RETHINK** reflects the essence of the city and the zeitgeist. It is an attempt to make a difference in a time where everyone is searching for solutions and new models for society. At a time of uncertainty, doubt, conflicting interests, contradictory ethics and moral stances, we believe **RETHINK** sums up the needs of our time.

### Why Rethink?

In assuming the role of a ECoC we also assume responsibility – at least in part – for the European dream. Responsibility to sustain the dream and protect it from decay and degradation. Responsibility to ensure that European cities can manage increasing intercultural tensions, social segregation and cultural division. The ECoC title sets us above selfish interests and self-promotion. In choosing **RETHINK** as our theme we have committed ourselves to creating a future-oriented platform.

Our theme is the product of our process that has rendered it credible. The need to rethink has been evident in almost all our meetings, workshops and vision seminars. **RETHINK** implies being critical and self-critical. **RETHINK** entails using and reusing experience and practice in realising the need for bending and reassembling knowledge.

**RETHINK** is the outcome of a process, which involved thousands of citizens, who all took part in uncovering what sets Aarhus and the region apart in Europe and what might define our role. Our citizens have requested a project, which reflects society and their lives and which addresses tomorrow's challenges.

Our city and region have specific platforms, which can be used to launch rethinking processes. These include the rethinking of cultural institutions and libraries, schools, colleges and universities, dwellings and housing estates. The rethinking of public spaces, to make it possible for citizens to reengage in their local communities. The rethinking of methods furthering sustainability and renewable energy.

These platforms will also produce skills we would like to add in this communal rethinking process, which will be specified and developed through individual projects, scenarios and situations.

Through this elaboration of our overall mindset, we intend to utilise specific actions and notions such as “retelling” our history, “reusing” materials and “remixing” music – as specified in the responses for Questions 2.2 and 2.3.

**RETHINK** is much more than a run of the mill “theme” or “slogan” – it is a mindset and launching pad. It is a progressive mentality of thinking and acting smarter today than yesterday. Realising the absence of sustainability in many existing solutions, we will use **RETHINK** in our search for the “next practices” through physical changes in the city and in artistic, cultural and social contexts.

**RETHINK** is the common point of departure and the common thread, guiding our way perspectives and considerations.

Our theme has been tried and tested by citizens, politicians, leading business people in the region and not least by our project partners in the region and internationally. There are plenty of examples of rethinking from the City Council, businesses and cultural institutions. **RETHINK** makes sense to citizens, politicians, the business sector and the arts sector. **RETHINK** is diverse in that it encompasses everything from ordinary daily life to the visionary and elitist. It resonates all over Europe, securing a strong backing to our project.

### Rethink and the 2017-programme

Our theme defines our programme in several ways. Reflexion, dialogue and learning are constants. We will test new methods and concepts, while conveying a solid anchoring of the projects in our process. It is an occasion to address concrete challenges – democracy and involvement.

We want the **RETHINK** theme to influence our age, making it an inspiration and a launching of a wider sense of rethinking in society.

We will be **rethinking the city** in the context of the region, using projects, which open up the city, connect the city and counter-act segregation. Alternative urban spaces will be reused as social spaces, narrative spaces and art spaces. We will rethink traditional divisions such as urban and rural, past and future, through new art media and travel routes criss-crossing landscapes. We will work with artificial landscapes and temporary spaces. We will rethink villages and summer houses, physically and functionally, by involving local communities in radical, fun, and meaningful adventures. We will rethink streets and local areas through citizens retelling their own stories. We will conduct guided tours, open houses and remap “secret places”.

**Rethinking arts and creativity** will happen by directly challenging our cultural institutions, our ways of communicating arts and culture and through rethinking the position of arts and creativity in society. This will entail working with existing institutions and with specific ideas for new “spaces”, new art formats and new aesthetics. We want to work with the source of new formats and communication methods, being digitally creativity. We will focus on artists who are characterised by their focus on shattering frameworks – historically as well as currently. Artists perceiving society from afar, and from ahead – and able to indicate new realisations.

We want to **rethink values** by evaluating and assessing our attitudes towards values springing from religious, cultural and national affiliations – through exhibitions, debates, conferences, learning projects with schools and large European network projects. We will rethink our three core values of democracy, sustainability and diversity. Our programme will rethink the role of the citizen in urban societies through specific projects focused on engagement. We seek to rethink sustainability by finding solutions in local communities, in rural and urban areas. Through experiences, model projects, visitor centres and producing and presenting next practice models – with a touch of the local and the European. Diversity will be rethought by relating Aarhus with a European perspective on urbanism, challenging standardisation and viewing diversity as a positive force in society.





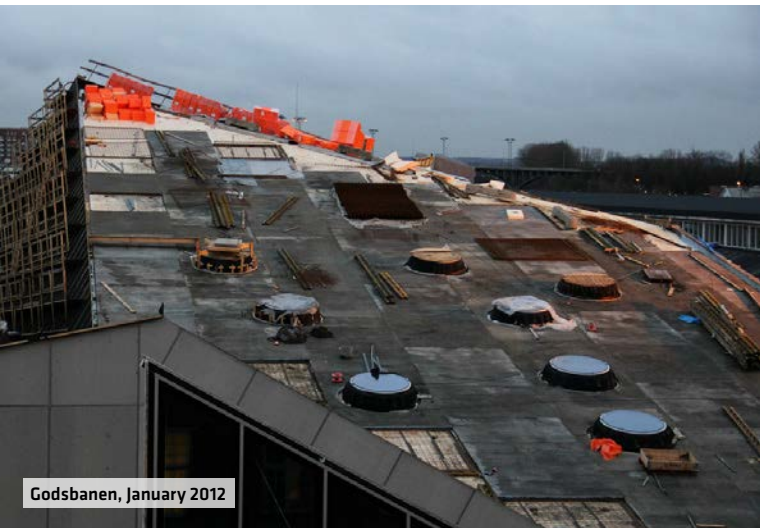
Godsbanen, August 11th 2007



Godsbanen, January 28th 2011



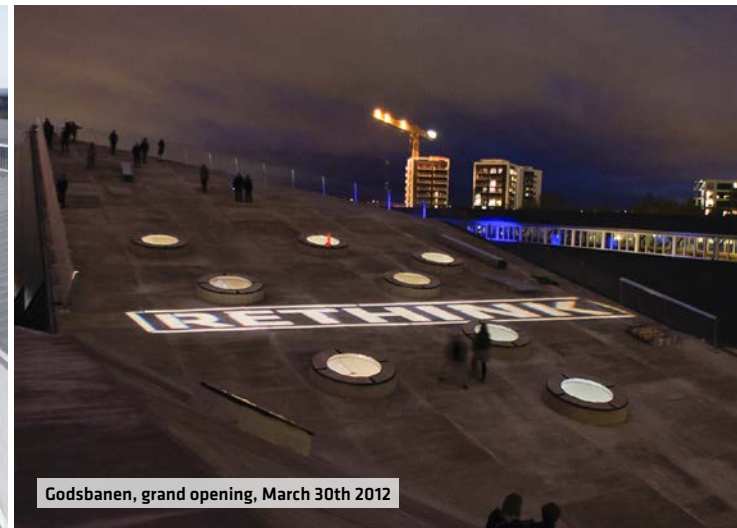
Godsbanen, December 7th, 2011



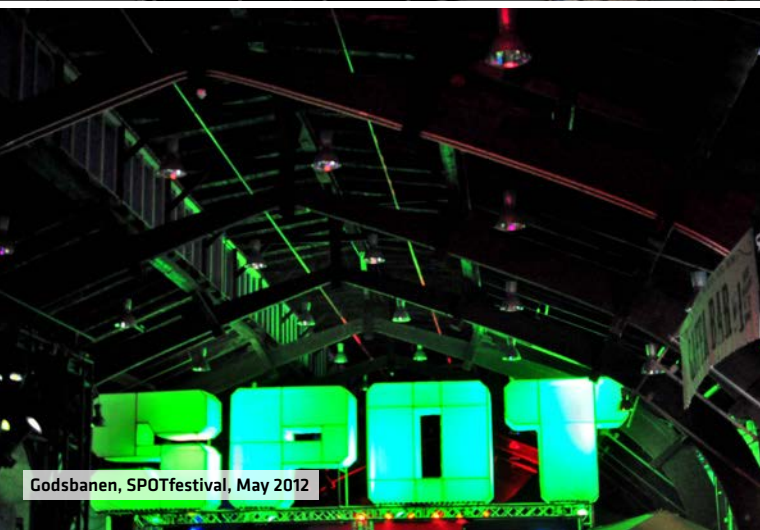
Godsbanen, January 2012



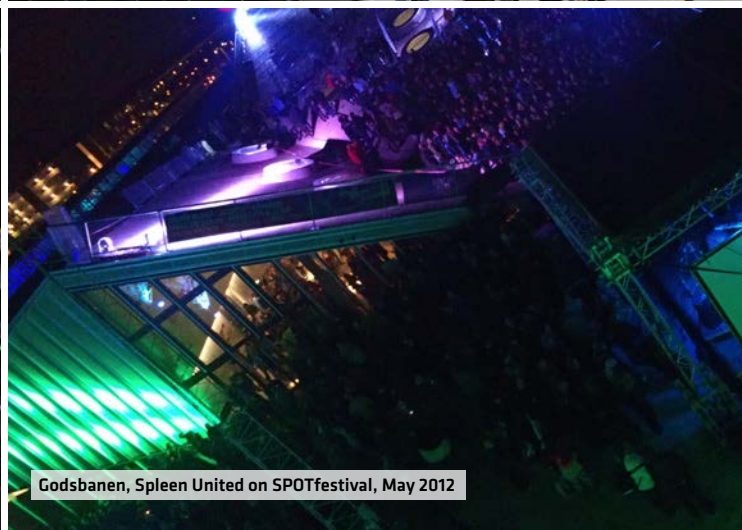
Godsbanen, grand opening, March 30th 2012



Godsbanen, grand opening, March 30th 2012



Godsbanen, SPOTfestival, May 2012



Godsbanen, Spleen United on SPOTfestival, May 2012



Godsbanen, VETO on SPOT, May 2012



Which geographical **area** does the city intend to involve in the “European Capital of Culture” event? Explain this choice.

### Why the region?

Aarhus is the formal point of departure for **AARHUS 2017**. The city will act as the natural hub of the project and take the lead. Aarhus has, however, sought and secured a broad coalition to back this application, anchoring the project in a solid regional collaboration, which engages and activates all local authorities in the process and the project.

The Central Denmark Region has been an essential partner in this process, and has contributed financially and with personnel resources. The region has also incorporated the ECoC in the development of specific strategies, such as regional tourism, creative industries, sustainability and the development of regional experience beacons (projects furthering innovation and growth within the region). The region also assumes the lead on a number of international initiatives.

During our bid preparation we have come to realise, what we initially thought of simply as an exciting opportunity, is actually a necessity. Aarhus is the ECoC candidate, but the decision to enrol the rest of the region in a strong collaborative effort was made early on in the process. This has secured a comprehensive and robust infrastructure, increased the resources available and heightening the level of competence.

We are aware that we can not geographically limit or define co-operations between artists and cultural institutions. Such co-operations are defined through knowledge and resources and with partners in other regions at home and abroad. National arts and culture operators – the majority of which are based in Copenhagen – will obviously be significant for **AARHUS 2017**, in as much as these co-operations generate synergies and strengthen the project. Throughout this project, Aarhus, the 18 municipalities and the Central Denmark Region will assume a national and European responsibility – opening us up for productive collaborations.

### Choice of regional partners

A region can be defined by a variety of parameters – geography, culture, history and politics/administration. As ECoC candidate we have had to take all parameters into account in order to provide a sustainable choice, rather than just interesting in theory.

In 2007 the political and administrative map was altered drastically when an extensive structural reform was carried out. The former 13 counties in Denmark were changed into 5 regions, and of the previously 271 municipalities 98 remained after the structural mergers. The Central Denmark Region, containing 19 of these municipalities, has a population of 1,267,000.

There are a number of good reasons for choosing the Central Denmark Region.

### An integrated region

Central Jutland has been the pantry of Europe for generations, supplying all of Europe with dairy products, beef and pork. Our high level of productivity in the agricultural sector has become the basis for a comprehensive processing industry, linking urban and rural areas. Central Jutland is built on natural resources, generating growth and prosperity by utilising the large moors as the basis for the production of textiles. Bestseller's – among the largest clothing companies in the world – has its main office located in the small town of Brande in Central Jutland; the company is presently building a new domicile in Aarhus. Herning houses the biggest fashion and design college (TEKO) in all of Scandinavia.

Our region is dubbed the “Capital of Wind Energy” due to a strong business cluster represented by e.g. Samsø in the east and Ringkøbing in the west, with extensive knowledge of harnessing wind energy. Aarhus is home to the headquarters of Vestas, the world's biggest producer of wind turbines, while the Siemens wind turbine factory in Brande, with 3,800 employees, is the largest factory in the region. The ability to harness creativity and innovative solutions has generated a European hub for architecture and design and major creative businesses such as Bang & Olufsen in Struer – a well known brand all over the world.

The region is surrounded by water, with the North Sea to the west and the Kattegat to the east, making most of the bigger cities seaports. The presence of the sea enhances the common identity, through traditional fishing societies and the boost in tourism dur-

## Regional networks and collaborations

- **Museums Development Association Central Denmark:** ARoS, Blicheregns Museum, Carl Henning Pedersen og Else Alfelts Museum, Danmarks Fotomuseum, Danmarks Industrimuseum, Dansk Landbrugsmuseum - Gl. Estrup, De Kulturhistoriske Museer i Holstebro Kommune (branches in Holstebro, Thorsminde and Hjerl Hede), Den Gamle By, Energimuseet, Fregatten Jylland, Gammel Estrup: Jyllands Herregårdsmuseum, Glud Museum, HEART – Herning Museum of Contemporary Art, Holstebro Kunstmuseum, Horsens Kunstmuseum, Horsens Museum, Kvindemuseet i Danmark, Lemvig Museum, Jens Søndergaards Museum, Moesgård Museum (branches in Aarhus and Odder), Museum Jørn, Museum Midtjylland (branches in Herning, Engesvang and Hampen), Museum Overtaci, Museet for Religiøs Kunst, Museum Salling (branches in Skive, Spøttrup, Glyngøre and Fur) Museum Østjylland (branches in Randers, Grenå and Ebeltoft), Naturhistorisk Museum, Randers Kunstmuseum, Ringkøbing-Skjern Museum, Silkeborg Museum, Skanderborg Museum, Skovgaard Museet, Steno Museet, Struer Museum, Viborg Museum, Økomuseum Samsø.
- **Central Denmark Performing Arts Network:** Aarhus: Bora Bora, Den Jyske Opera, Granhøj Dans, Opgang2 Turné Teater, Teater Katapult, Filuren, Gruppe 38, Svalegangen, Aarhus Teater. Viborg: Carte Blanche. Holstebro: Black Box Theatre, Odin Teatret, Operaen i Midten. Randers: Randers Egnsteater. Herning: Team Teatret. Rønde: Teaterkompagniet. Ringkøbing: Teatret OM.
- **Pillars of Democracy:** The main libraries in Favrskov, Hedensted, Herning, Holstebro, Horsens, Ikast-Brande, Lemvig, Norddjurs, Odder, Randers, Ringkøbing-Skjern, Samsø, Silkeborg, Skanderborg, Skive, Struer, Syddjurs, Viborg and Aarhus.
- **Forum for Childrens Culture, Central Denmark:** Viborg: Kulturprinsen, Silkeborg: Den Kreative skole. Holstebro: Dansk Talentakademi. Aarhus: Børnekulturfhuset.
- **Regional Film Forum (Art cinema Øst for Paradis):** Herning, Holstebro, Horsens, Ikast-Brande, Grenaa, Odder, Randers, Silkeborg, Skive, Struer, Ebeltoft, Viborg.
- **Art to go:** (Arts exhibition centres): Aarhus Kunstbygning, Silkeborg Bad, Kunsthall Brænderigården in Viborg.
- **Jutland and Europe:** Aarhus: Moesgård Museum, Kvindemuseet, Den Gamle By, Gellerup Museum, Gellerup Bibliotek. Lemvig: Museet for Religiøs Kunst. Viborg: Skovgård Museet. Horsens: Danmarks Industrimuseum, Horsens Museum, Auning: Jyllands Herregårdsmuseum and Dansk Landbrugsmuseum Gl. Estrup. Randers: Museum Østjylland.
- **Rethink Urban Planning - Laboratory:** Municipalities: Aarhus, Randers, Viborg, Silkeborg, Holstebro.
- **Re-welcome Europe:** ARoS, Skive Kunstmuseum, Randers Kunstmuseum, Holstebro Kunstmuseum, HEART – Herning Museum of Contemporary Art, Horsens Kunstmuseum and several museums outside the region.
- **The Seven Deadly Sins:** Randers Kunstmuseum, Horsens Kunstmuseum, Skovgaard Museet i Viborg, Museet for Religiøs Kunst i Lemvig, Glasmuseet i Ebeltoft.
- **Playful City and Traces of Cultural Heritage:** Municipalities: Viborg, Randers, Horsens og Silkeborg.
- **VIA University College:** Skive: Teacher. Viborg: Animation, 2d og 3DCG-artists. Randers: CampusRanders. Holstebro: Further education. Herning: Textiles, Design and Business, Design technology, Textile design and crafts. Ikast: Kindergarten teacher. Silkeborg: Campus Silkeborg. Aarhus: BA, Nutrition and Health, Global Business Engineering. Horsens: Architectural Tech. and Construction Management, Int. Sales and Marketing Management, Marketing Economy and Marketing Management.
- **World Images (9 high schools in the region):** Rønde, Egå, Viborg, Aarhus, Tilst, Struer and Horsens.





Pillars of Democracy - Viborg Library and Carte Blanche



Pillars of Democracy - Aarhus Main Library



Pillars of Democracy - Aarhus Main Library



Pillars of Democracy - Viborg Library and Carte Blanche



Struer Museum



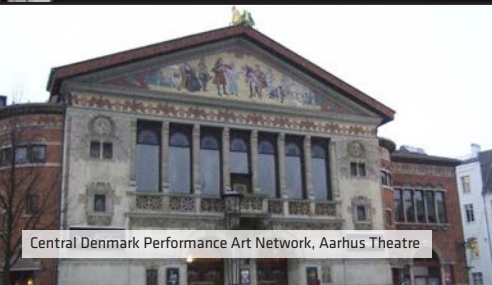
HEART Herning Museum of Contemporary Art



Spøttrup Castle Museum

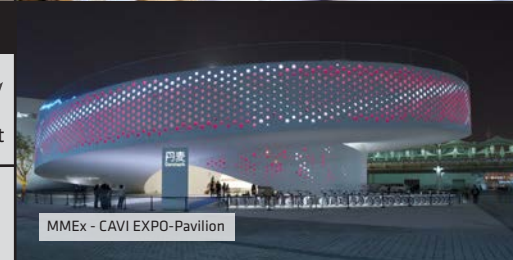
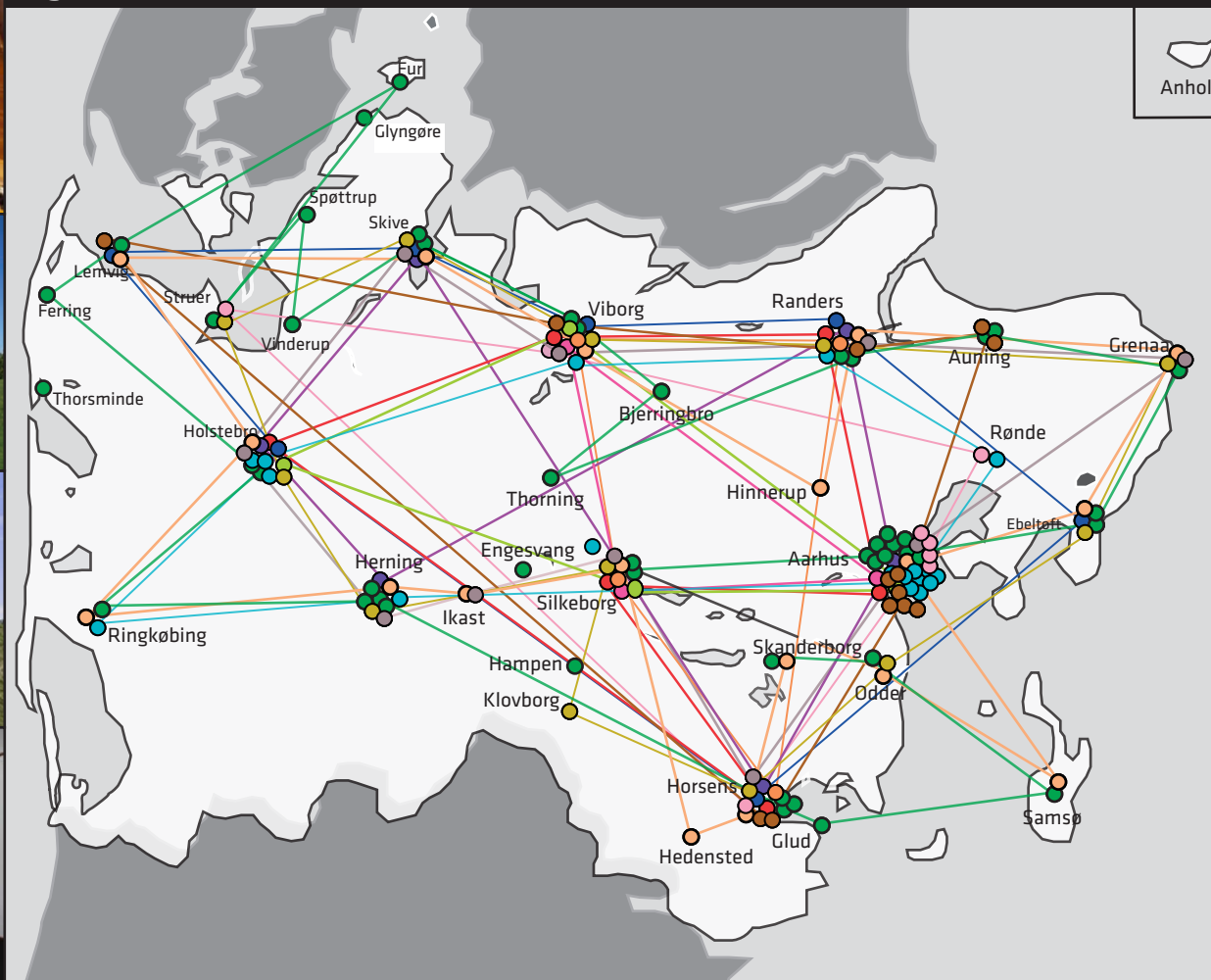


Skive Art Museum



Central Denmark Performance Art Network, Aarhus Theatre

## Regional networks and collaborations



MMEEx - CAVI EXPO-Pavilion



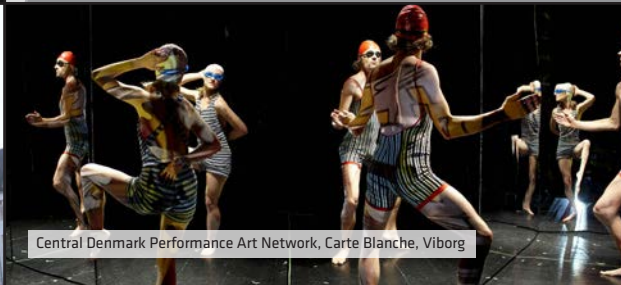
MMEEx - CAVI Jette Gejl, Aarhus



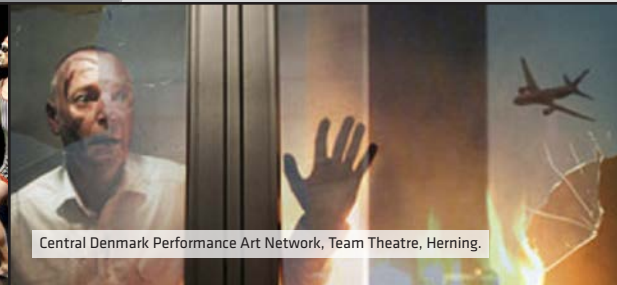
MMEEx - The Animation Workshop, Viborg



MMEEx - Theatre Katapult, Aarhus



Central Denmark Performance Art Network, Carte Blanche, Viborg



Central Denmark Performance Art Network, Team Theatre, Herning.



Central Denmark Performance Art Network, Odin Theatre in Holstebro

ing the summer season. By sea, the region is connected to the rest of the world and Aarhus has the largest container port in Denmark. Our region is linked by the utilisation of natural resources and business development.

### Critical cultural mass

Aarhus will not be able to maintain the continued level of growth we have become accustomed to on its own. Aarhus can not attract enough tourists on its own. Aarhus can not run major cultural institutions without a regional audience and regional media. Aarhus can not deliver sufficient content for a regional TV station and radio channel on its own. Most importantly, Aarhus can not – on its own – deliver the required international impact.

Earlier experiences with ECoC have made obvious, that it is imperative for the success of the project that there is sufficient cultural infrastructure to sustain a high quality programme through the entire ECoC year. To us, it also seems more sensible to create a major European cultural project based on a population of 1,267,000, rather than just 315,000.

We have researched the experiences of former ECoCs. We have looked at many models, specifically Stavanger's close interaction with nature, Marseille's efforts to link separate cities, Ruhr's endeavours to change a common heritage into a common future and Lille's expansive, transnational strategy. Obviously we have looked at Copenhagen 1996 – an inclusive model, which created several long term regeneration projects all over that region and a long term development strategy, through collaborations between many of the 40 municipalities that were a part of the project.

Our regional strategy comprises elements from all the aforementioned models – though adjusted to fit the conditions and qualities that characterise Aarhus and the Central Denmark Region.

Our region contains a well-developed critical mass in the cultural sector, securing the necessary proportions for the ECoC project, as well reflecting a high level of diversity and subcultures, addressing different target groups and communities and also representing many different cultural aesthetics. It is our ambition to make this project resonate all over Europe through strong European partnerships and projects.

### A balanced region

The settlement pattern of our region is an almost perfectly balanced socio-geographical system with an inherent hierarchy. One main city – Aarhus, with its 315,000 inhabitants, has a quarter of the population. Six medium-sized cities of between 57,000 and 95,000 inhabitants, which all have flourishing cultural sectors. Each one of these plays an important part in the region, with a third of the population. Finally, there are 12 smaller, rural municipalities, which contain a large number of smaller towns and villages, many of which have a clear cultural profile, and all are potential arenas for this project.

An often heard expression in Denmark is “peripheral Denmark”. In terms of Europe, Denmark is the country with the smallest differences between regions, thus Denmark is the perfect place for testing a balanced relation between urban and rural. Our thinking is not based on a discourse between city and periphery, but on transforming the rural and the peripheral into metro-areas – an inclusive strategy – a network strategy.

### Strong regional networks

Five new regional cultural networks have been formed over the past five years. Each of these has already had a positive impact on the cultural development of the region. **AARHUS 2017** will include and collaborate with these networks, as they constitute existing and useful infrastructure, while representing more than 200 art and cultural operators in Aarhus and the region. Some of these networks are working formally with the Central Denmark Region;

- Network for Museums in Central Jutland (36 museums)
- Network for Performing Arts in Central Jutland (19 theatres with professional management, ongoing operations and independent status)
- Knowledge Centre for Music (18 regional music schools, the Royal Academy of Music, University of Aarhus and VIA University College)
- Network for Children's Culture (Children's Culture in Central Jutland), an interdisciplinary, collegial network.
- The region has also established a think tank to work with networking and strategy development for the visual arts.
- Regional Library network with 84 main and local libraries.

- Another example of a regional network is the recently (2008) established VIA University College with more than 17,000 students. The network has gathered 19 higher learning institutes and technical colleges, including several arts and media education providers, with facilities in 14 different cities. The structure is unifying while maintaining a high level of independence for the individual departments.

The regional culture co-operation is already formally structured and ready to secure local and national synergy and this provides a ready made model of collaboration we are using in the ECOC project.

Currently the region can boast four contractual cultural agreements between regional partners and the Ministry of Culture, providing a common framework for investment in the cultural sector by both local national authorities. These are:

- Aarhus
- East Jutland Development Area (Østjysk Vækstbånd), with Randers, Viborg, Silkeborg and Horsens
- Culture Ring East Jutland (Kulturring Østjylland), with Norddjurs, Syddjurs, Favrskov, Skanderborg, Samsø and Odder
- Cultural Agreement for Central and Western Jutland (Kulturaftale for Midt og Vestjylland) with Herning, Holstebro, Ikast-Brande, Lemvig, Struer and Ringkøbing-Skjern

Two of the municipalities in the region – Hedensted and Skive – are currently not part of any of these agreements, but they are working closely with Culture Ring East Jutland and the Cultural Covenant for Central and Western Jutland. Skive is negotiating full participation in the agreement as from 2013.



## 1.5

Please confirm that you have the **support** of the local and/or regional political authorities.

Our application is based on a firm mandate from the entire region. The strong involvement is evident politically and - not least - operationally and financially.

**AARHUS 2017** benefits from unanimous backing from all 31 council members. Thus **AARHUS 2017** is secure from possible changes in the political constitution at the local elections in 2013 and 2017.

This backing is also true throughout the region. The remaining 18 municipalities and the Central Denmark Region are all firmly behind the project.

We have held four regional meetings at pivotal points in the process. All city councils have been represented at these meetings. Every city council in the 18 municipalities has debated the project, and they have all approved the budget and the strategic plan at city council meetings held from May to August of 2011.

This backing has also been confirmed by the 18 mayors and the chairman of the Regional Council. They have all committed through the signing of a common declaration of commitment in June of 2012. The Regional Council with its 41 members - has also formally committed to the project and the budget.

## 1.6

How does the event fit into the **long-term cultural** development of the city and, where appropriate, of the region?

**AARHUS 2017** will be included in all relevant strategies. The project is already included in the strategies of Aarhus and the region - including Aarhus' cultural policy 2008-12 and the cultural policy for the Central Denmark Region, and inherent part of the internationalisation strategy. Likewise, **AARHUS 2017** is part of the Business Development Plan for Aarhus, the international strategy and the urban development plan.

The project is firmly incorporated in tourism strategies for Aarhus and the region, which are targeted at 2017. Additionally, the Central Denmark Region has anchored its current strategy for the creative industries within the **AARHUS 2017** bid. The aforementioned municipal cultural agreements have all agreed their cultural strategies with the Ministry and all municipalities expect Aarhus2017 to be pivotal in both their individual strategies and their agreements when the title is awarded.

The **AARHUS 2017** project is fully incorporated in these strategies, and this will continue through the various co-operative forums at both political as well as administrative levels, described in Chapter III on organisation.

During the bid process we have conducted numerous analyses and studies on the cultural sector, establishing an overview of the cultural sector of the city and the region, thus creating a common framework, a high level of data information and terminology for strategic planning and for decision making. Needs, potential, barriers and opportunities have been mapped and documented.

Current and future policies have been taken into account when making strategic choices and deciding on the programme concept, thereby adhering to needs and priorities of the relevant sectors. This project will not function in a vacuum. The strategic projects developed for this application are essential for the long term strategies of the city as well as the region.



Urban Mediaspace March 2012



Moesgård Museum, March 2012



The Modern Town in The Old Town

## To what extent do you plan to forge links with **the other city** to be nominated European Capital of Culture?

### Background

The ECoC is an unique opportunity to encourage two European cities in two European countries to reflect on each others' cultural identities as well as on their own, while also relating to an ever-changing European landscape, constantly challenged by imbalance and inequality. If the notion of a united Europe is to make sense, a common future must be more important than a divided past.

Each of these cities is located in each their corner own of Europe, with obvious differences in climate, culture, heritage, geography, topography as well as language and traditions. However there are similarities – both countries connect land and water, functioning as bridge builders, in the case of the Cypriot city, between the European mainland, the Middle East and Asia and, in the case of Aarhus, between Scandinavia, the isles in the North Atlantic Ocean and the European mainland. In spite of the obvious differences our common goal is to create a common platform focusing on ideas, people and creative production.

Tourism has given Danes the opportunity to visit Cyprus but real contact with Cypriot culture has been extremely limited. The ECoC gives us the opportunity to change this completely and to develop the latent interest between Danish and Cypriot citizens.

The plans for cooperation with the candidate cities in Cyprus:

- Shared platform – activities which can be adapted to suit both Cypriot candidate cities
- Individual platform – activities which accommodate each of the cities' programmes

### STRATEGY FOR COLLABORATION

We have visited Pafos and Nicosia three times. We have met politicians, project producers and approx. 35 art and cultural institutions.

There is one single historic connection between Cyprus and Denmark. Danish king Erik Evergood arrived in Pafos in 1103. He fell ill and died, while on a pilgrimage. This ill-fated journey is the basis of our collaboration in the form of a rediscovery of possibilities for co-

operation, the sharing of knowledge and experiences and perhaps for discovering entirely new potential together.

Rediscovery, as a theme, reflects our overall approach to the European dimension. A transcultural approach in which migration, routes, tracks, connections and all forms of cultural transference is pivotal.

Most recently, we revisited Pafos and Nicosia in May of 2012 in order to discuss the individual programmes. We have decided to propose projects suitable for either city as well as individual projects, relating to the individual programmes of the two cities. In order to anchor the projects politically and operationally, we have signed letters of intent with both cities.

### SUGGESTIONS FOR COMMON PROJECTS – PAFOS OR NICOSIA

- Re-mapping: Initiation of a bilateral explorative phase from 2013 onwards, with the purpose of enhancing the relationship between our city and the selected Cypriot cities and their projects. An interdisciplinary group of Danish and Cypriot artists, archaeologists, authors, photographers etc. will embark on an archaeological journey to research people, places and scenarios. The journey will culminate in an interactive exhibition in both cities, which will also contribute content to other projects.
- Residencies & workshops: A number of short residencies, small workshops and creative processes will be carried out from 2013-16. Approx. 20 residencies of 1-3 months will be offered to Cypriot artists, designers, authors, photographers, scientists, archaeologists, anthropologists, linguists etc. The theme for Nicosia will be urban infrastructure, and in Pafos music. Job swaps between arts and cultural institutions will also be part of this project.

### AARHUS AND NICOSIA

Rethinking our common future is an obvious link between Nicosia and Aarhus. The seven pillars of the Nicosia programme also match our three programme arenas. In addition we have the combination of arts and culture with major social, sustainable and political challenges in common.

- Non Visible Cities is based on the urban concept of invisible cities, directly referring to undiscovered, hidden, abandoned, forgotten cities, cities of the future etc. This concept is specifically pertinent in Nicosia, while also relevant in many other European cities – including Aarhus. Fugitives, immigrants, migrant work-

ers, tourists, sub cultures, minorities, physically and mentally disabled all live in the so-called invisible cities. These are often connected to other so-called visible cities. The project comprises interrelated projects, research and community programmes in European cities such as Belfast, Marseille, Cape Town, Gdansk, Jerusalem and Utrecht.

- The Odyssey is an ambitious project with the purpose of creating a united European manifestation. A summer university at sea-containing knowledge, ideas and visions necessary for the Europe of the future. During four summer weeks in 2017 this cruise liner will port at 20 different cities in 16 European countries, in the Baltic Sea, the North Sea, the Atlantic and the Mediterranean, cities will include many former and future ECoC cities. They will host debates, events, conferences, film screenings and installations in the cities and on the ship. A team of curators will manage the project working closely with pan-European organisations.
- BYcycle City will work with the bicycle as transportation, musical instrument or art and design object in connection with 700 mobile structures from the Lieux Publics in Marseille. The project comprises events, community workshops and workshops on urban planning.
- For three months each city will house mobile Black and White Cubes to frame several projects. Each cube is 6 by 6 metres, and has to levels and a roof top terrace. They can be placed anywhere and function as temporary cultural centres. The cubes in Aarhus will primarily focus on children's culture.
- The Aarhus School of Architecture will operate major Summer Residencies in Nicosia during 2016 and 2017. The participants will work on different aspects of the city, culminating with an exhibition aimed at citizens and professionals alike.
- Aarhus will support Nicosia's plans to create a cultural bridging programme for arts and cultural institutions in the Middle East and North Africa. The programme will involve and support free artists, arts institutions and media in a time of crisis for these regions. Partners will be Centre for Culture and Development, who are extremely active in the Middle East, the Danish Institute in Damascus, the Danish Egyptian Dialogue Institute in Cairo, Copenhagen International Theatre and the Danish Broadcasting Corporation.



## AARHUS AND PAFOS

The link to Pafos is historic in the reference to Erik Evergood's fatal journey 900 years ago, but Pafos' current rural identity combined with the attraction for tourists extends perfectly to our project. The ambitious concept "Open Air Factory" is well suited for Aarhus' vision of connecting and utilising rural and urban areas as the main arenas for 2017, while also operating within the realm of our open mindset and open source approach.

- As part of the joint rediscovery theme, the music project Sound-scape 11 will explore the musical landscape of the 12th century. This project will involve scientists, musicians and composers, and will culminate in a major public event or installation.
- Both regions will host Summer Camps 2017, with young Europeans from both regions/cities. The camps will be held simultaneously, and will collaborate on various current subjects through available interactive media. Participants must have strong relations with networks within civic society in their home towns. The Pafos camp will focus on countries in the eastern Mediterranean, while the Aarhus camp will focus on the Baltic countries.
- An Open Air Design project working from the Aarhus 2017 project ■ **Design for Life**, with Pafos participants. The project will be established along the harbour, and will be developed as an open design studio, focusing on learning, environmental issues and sustainability.
- The theme REMIX will be the offset for a large artistic collaboration. The project will combine folk music and traditions from the Nordic countries and the Mediterranean with digital music. The remix will comprise musical themes and instruments. It will be based in the new Music Center in Pafos and at the Royal Academy of Music in Aarhus, and will run from 2015 to 2017. Both cities will host performances.
- Open Air Kitchen will combine the new Nordic cuisine with new Mediterranean cuisine. Chefs, students etc. from both cities will create new recipes inspired by both cuisines. Both cities will host this project.
- **The Holiday Home** invites artists to live in summer homes on the West Coast of Denmark as part of ■ **Rethink the Summer House**, and in holiday apartments in an around Pafos. Installations and programmes will invade the apartments and houses with references to the themes home and holiday. Humour and nostalgia with a dab of critical distance.



1974 - The Ghost of Cyprus. Foto from Famagusta Beach from Exhibition in The Old Town, June 2012 (Archives of: Vassos Stylianou)



## Explain how the event could – **strengthen cooperation** between the cultural operators, artists and cities of your country and other Member States, in all cultural sectors;

One of the greatest challenges of this project is to lever the city from being “a city in Europe” to become “a European city”, in its self awareness, its reference and its ambition to create long standing relationships with Europe on all levels.

Our programme is designed to stimulate a high degree of collaboration between cultural operators, to increase mobility among artists in Europe and to ensure a high level of co-creation and coproduction within all art forms.

In general, European relations will be strengthened on all levels, so that strategic relations are built. This includes relations between cities, regions and between cultural institutions. Our project will build on existing networks and contacts and set up new ones. A Europe of networks is among the most important aspects of our strategy, and we are particularly involved in networks, which will support multilateral collaborations and initiatives rather than bilateral.

One of these strategies focuses on European city networks such as Eurocities, Similar Cities Network, Nordic City Network, Union of The Baltic Cities and - on a regional level - Districts of Creativity. These networks cover arts, broader culture and urban fields. Aarhus and other main cities in the region are engaging in these networks. We have already organised five European conferences and seminars with these networks as part of the bid process, and we expect to host 10-12 conferences linked to these networks between 2013 and 2016.

Aarhus has indicated interest in hosting the prestigious IFACCA World Congress 2017 (International Federation of Arts Councils and Culture Agencies) to the Danish Agency for Culture. This interest is the subject of a positive dialogue with the Danish Agency for Culture.

Another aspect of the strategy is to connect with other ECoC cities - cities which are perhaps not part of our “European consciousness” – as are capital cities or major tourist destinations. Our pro-

ject ■ **the European Lab** (see p.60) will specifically take place in cities which are not part of the European “cultural atlas”.

Many of the cultural operators in the region are already part of established networks and partnerships. This includes the major museums and festivals, but also many other arts institutions and indeed libraries, who are key players in European and global networks. Among these are the Odin Theatre, which is Europe’s most international and intercultural theatre, and leading children’s theatres from the region are active in more than 50 countries.

Residencies will be an essential third element of our strategy, which will strengthen the cultural dimension, offering residencies in ten institutions in the region, including Godsbanen/The Freight Yard (50 individual and 20 group residencies of 1-3 months); The Animation Workshop (12 long term residencies), Odin Theatre (4 group residencies of 1-3 months), and The National Translation Centre, the Hald Hovedgaard Literature Centre, (50 individual residencies).

Young producers will be specifically targeted in our programme. Aarhus hosts 2,000 European students annually, and we are working with seven different centres for creative learning in the region, including the European Film College, the Kaos Pilots and Performers House, all of which have students from a large number of European countries.

We are working with partners on a fourth aspect of our strategy of European co-productions, which will have both short and long term effects. This includes The ■ **In Situ network** (see p.56), ■ **The European art House** (see p.64), ■ **Art Triennale** (see p.71) and many more, all anchored firmly in our arts and media sector and in our many international festivals. Finally the ■ **Residencies programme** (see p. 48) will contribute to grants for research-residencies in Europe and the Middle East aimed at local operators.

We estimate that 20% of our programme budget will be invested in new European co-productions. We will establish a number of exchange programmes, specifically working on creating relations with cities and regions, which are currently considered “peripheral”. We will use both existing contacts in former and future ECoC cities to develop these new connections. We will also involve the Danish Cultural Institute who is represented with offices in 12 European cities.

## – to highlight the richness of **cultural diversity** in Europe;

We perceive cultural diversity as a dynamic force which is a shared reality, as opposed to a static phenomenon which “defines differences”. The notion of European cultural diversity is inherent in our programme concept.

We and our arts organizations and festivals are committed to inviting European artists and participants with different profiles, with different aesthetics and from different cultural backgrounds. Our platform is extremely solid and it will sustain this diversity in every art form. This will manifest the particular European strength, which - despite many common historic bonds - can and must include many different voices.

Our aim is to ensure at least half of all **AARHUS 2017** projects have an obvious European dimension.

A number of projects particularly reflect aspects of European cultural diversity. For example: The project ■ **European Voices** presents the contemporary, vocal heritage of Europe (see p.72). The project ■ **Lost in Translation** in co-operation with the National Translation Centre, will presents novels by European authors in many minority European languages.

Other examples include an exchange project with Music Schools from more than 50 cities, collaboration with The Learn Danish School, where international students will be working to link communities in their home towns to communities in Aarhus, and Community Media Forum Europe producing live media productions, where artists and cultural productions are transmitted and streamed live.

– to bring the **common aspects** of European cultures to the fore?

One perspective of our bid is that European cities are confronted by common agendas, challenges and indeed “burning platforms”. Perhaps these outweigh our heritages as individual cities – or even common heritage. A common destiny is perhaps a more important reason to work together.

Our “European Laboratory 2013-2016” concept will provide a framework for dialogue and the exchange of knowledge and knowhow regarding relevant issues for Aarhus and also for other European cities.

We are working with The University of Aarhus on a series of major conferences, for example, **■ Rethinking Capitalism**, (February 2012), **■ Rethinking Community**, **■ Rethinking Multiculturalism**, **■ Rethinking Belief**, **■ Rethinking Place**, **■ Rethinking Citizenship**. Likewise, the exhibition programme **■ Welcome Europe** will look at common European reality from 1992-2017, from the perspective of individual artists.

We intend to establish an online European debate forum – **■ Europe Alive** – at the new Urban Mediaspace which opens in 2014. The project **■ Global Citizens** – an open, global knowledge interface – was launched in June of 2012, with 400 European citizens gathered in Aarhus. They will work with thousands of European citizens on selected topics e.g. global warming and sustainable cities. Finally we are working with the network **■ A Soul of Europe**, which is fully supported by the EU, to engage citizens and communities in long term European relationships.

– Can you specify how this event could help to strengthen the **city's links** with Europe?

**AARHUS 2017** will strengthen relations with Europe. The **AARHUS 2017** programme including conferences, network collaborations and residencies, contains many references to European issues, themes and debates. It will be a cornucopia of European voices, aesthetics, sub cultures and regional cultures reflecting European diversity and complexity.

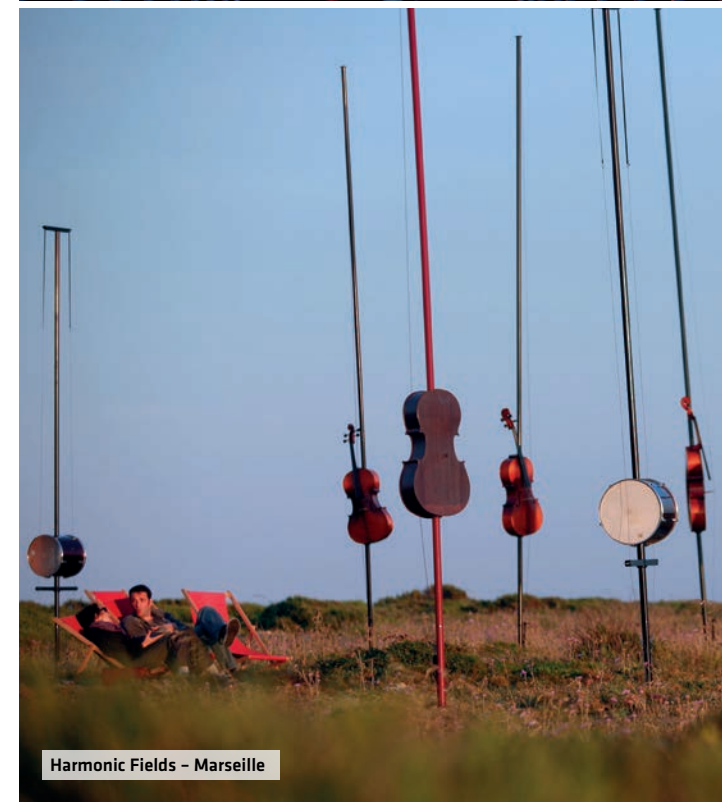
As a whole our programme will change and qualify the overall agenda, making the European dimension present and relevant. We will search for and find solutions in a European context.

Meanwhile – and maybe even more diligently – we believe this long term process will create a constant foundation for mature and meaningful relations, which will continue long after 2017. This means the European dimension will continue to be inherent in all strategies and practices in the city.

Through **AARHUS 2017** we intend to strengthen the visibility of Aarhus in European media, and we expect this to increase the number of international students, creative professionals, scientists and lecturers. Thus enhancing the international environment and making it more likely that many more businesses will choose Aarhus as a conference, seminar and workshop location.

Local artists and entrepreneurs will engage in European programmes and activities, creating a platform for development in architecture, design, sustainability, renewable energy etc. Utilising the sectors and platforms where Aarhus already possesses knowledge and resources, while we contribute to the future of Europe.

**AARHUS 2017** will open new doors, create new platforms and build new bridges. We will make Europe more available for cultural operators, municipalities and civic society. Europe must be relevant for all citizens. Citizens must engage fully, in order to enable the transformation process we want to initiate. Citizens in Aarhus and the region will become more European because Europe through **AARHUS 2017** will become a more tangible and meaningful of our common future.



- **ECOC partners:** Norway/Stavanger 2008, Estonia/Tallinn 2011, France/Marseille 2013, Sweden/Umeå 2014, Latvia/Riga 2014, Czech Republic/Plzeň 2015, Belgium/Mons 2015, Spain/San Sebastian 2016, Cyprus/Pafos and Nicosia 2017.
- **Districts of Creativity:** Germany/Baden-Württemberg, Spain/Catalonia, Belgium/Flanders, India/Karnataka, Italy/Lombardia, USA/Oklahoma, France/Nord-Pas de Calais, China/Qingdao, France/Rhône-Alpes, Brazil/Rio de Janeiro, UK/Scotland, China/Shanghai and Finland/Tampere.
- **Danish Cultural Institutes:** Belgium/Bruxelles: Deens Cultureel Instituut-Instituut Cultureel Danois. Brazil/Rio de Janeiro: Instituto Cultural da Dinamarca. China/Beijing: Danmai Wenhua Zhongxin. Estonia/Tallinn: Taani Kultuuri Instituut. Hungary/Budapest and Kecskemét: Dán Kulturális Intézet. Latvia/Riga: Danijas Kultūras Institūts. Lithuania/Vilnius: Danijos Kultūros Institutas. Poland/Warszawa: Dąski Instytut Kultury. Russia/St. Petersburg: Datskij Institut Kultury. UK/Edinburgh: The Danish Cultural Institute. Germany/Bonn: Dänisches Kulturinstitut.
- **Nordic City Network:** Norway: Lillestrøm, Kristiansand, Stavanger, Tromsø, Trondheim. Sweden: Malmö, Norrköping, Umeå, Uppsala. Denmark: Fredericia, Odense, Aalborg, Aarhus.
- **RE:NEW Music:** Denmark/Copenhagen: Dansk Komponist Forening. Austria/Wien: Music Information Centre Austria. Belgium/Bruxelles: Flanders Music Centre and Wallonie-Bruxelles Musiques. Croatia/Zagreb: Croatian Composers' Society. Finland/Helsinki: Society of Finnish Composers. France/Paris: SACEM – Société des Auteurs, Compositeurs et Editeurs de Musique. Norway/Oslo: Norsk Komponistforening. Poland/Warszawa: Polish Music Information Centre & Polish Composers Union. Slovakia/Bratislava: Music Centre Slovakia. Sweden/Stockholm: Föreningen svenska tonsättare. UK/London: PRS Foundation
- **In Situ** (European network for artistic creation in public space): Denmark/Copenhagen: Københavns Internationale Teater. Austria/Graz: La Strada. Belgium/Neerpelt: Theater op de Markt. Czech Republic/Prag: Ctyri dny. France/Chalon-sur-Saône: Châlon dans la Rue Festival/ L'Abattoir, Street-Art National Centre. France/Marseille: Lieux publics, Centre national de création. France/Rennes: Les Tombées de la nuit. France/Sotteville-lès-Rouen: Atelier 231, Street-Art National Centre. France/St Barthélemy d'Anjou: La Papirerie, Street-Art National Centre. Hungary/Budapest: Artopolis Association - PLACCC Festival. Italy/Venaria Reale: Consorzio La Venaria Reale. Kosovo/Pristina: ODA teatri. Holland/Terschelling: Stichting Terschellings Oerol Festival. Slovakia/Kosice: Kosice - European Capital of Culture 2013. Spain/Valladolid: Fundación Municipal de Cultura, Ayuntamiento de Valladolid. UK/Glasgow: UZ Arts. UK/Norwich: Norwich & Norfolk Festival.
- **Theatron** (European audience development project): Denmark: Aalborg Teater, Aarhus Teater, Odense Teater. Czech Republic/Prag: Divadlo Archa. France/Gennevilliers: Théâtre de Gennevilliers. Germany/Berlin: Freie Universität Berlin. Germany/Dresden: Hellerau - European Center for the Arts Dresden and Staatsschauspiel Dresden. Italy/Rome: Fondazione Roma Europa Arte e Cultura. Sweden/Uppsala: Uppsala Stadsteater. UK/London: Sadler's Wells Theatre. UK/Sheffield: Sheffield Theatres.
- **CARAVAN - Artists on the road:** Denmark/Holstebro: Odin Teatret (Nordisk Teaterlaboratorium). Bulgaria/Sofia: Municipal Theatre "Vazrazhdane". France/Strasbourg: Association of Local Democracy Agencies. Germany/Freiburg: Projekte, Action, Kunst, Theater P.A.K.T. eingetragener Verein. Italy/Rome: Movimenti delle Associazioni di Volontariato Italiano Onlus. Italy/Torino: Fondazione CRT and Master Course in Social and Community Theatre, Torino Università. Poland/Łódź: Wydział Sztuk Pięknych Projektowych Wyższej Szkoły Informatyki. Slovenia/Maribor: Association for Culture and Education KIBLA. Spain/Sevilla: Teatro Atalaya de Sevilla. Sweden/Göteborg: Teater Spira.
- **Stepping Stone (new regional childrens culture strategy):** Denmark/Viborg: Kultur-prinsen. Denmark/Aarhus: Aarhus Musikskole, Sweden/Umeå: Umeå 2014. Sweden/Malmö: Drömmarnas Hus. Norway/Bergen: Barnas Kulturhus.
- **DNA Development of New Art (Bora Bora partners).** International exchange of artists in residence: Denmark/Aarhus: Bora Bora. Czech Republic/Prag: Nová síť/New web. Germany/Bröllin: Schloss Bröllin. Hungary/Budapest: L1 Independent Dancer's Partnership Union. Lithuania/Klaipėda: Fish Eye. Poland/Lodz: Chorea Theatre Association. Slovakia/Bratislava: A4 – Associations for Contemporary Culture. Slovenia/Ljubljana: Drustvo Gledalisc Glej
- **SAMARA** (Bora Bora partners). Network with focus on coproductions: Estonia/Tallinn: Kanuti Gildi Saal. Finland/Helsinki: Baltic Circle. Germany/Berlin: Nordwind Festival. Germany/Hamburg: Kampnagel. Iceland/Reykjavik: Lókal - international theater festival. Norway/Oslo: Black Box Teater. Sweden/Stockholm: Moderna Dansteatern
- **KEDJA** (Bora Bora partners). Nordic network of modern dance: Finland/Helsinki: Dance Info Finland and MAD Production. Iceland/Reykjavik: SL – Association of Independent Theatres. Latvia/Riga: NTIL - New Theatre Institute of Latvia. Norway/Hammerfest: Dansearena Nord. Norway/Oslo: Danseinformasjonen. Denmark/Copenhagen: Dansehallerne. Sweden/Hägersten: SITE. Estonia/Tallinn: The Union of Estonian Dance Artists.
- **JUNGE HUNDE** (Bora Bora partners). Festival for young talented performing artists: Finland/Helsinki: Baltic Circle. Switzerland/Fribourg: Festival Belluard Bollwerk International. Iceland/Reykjavik: artFart Festival. Holland/Amsterdam: Frascati Theater. Norway/Lofoten: Stamsund Internationale Teaterfestival. UK/London: GetInTheBackOfTheVan
- **NOMAD. Netværk** (Bora Bora partners). Focus of touring and exchange of knowledge: Estonia/Tallinn: Teater Vanalinnastudio. Finland/Helsinki: Teatteri Viirus. Iceland/Reykjavik: Borgarleikhúsið. Estonia/Tallinn: NO99. Norway/Porsgrunn: Grenland Friteater. Sweden/Malmö: Malmö Stadsteater.
- **Bora Bora, co-production partners:** Estonia/Rakvere: Festival Baltoscandal. Germany/Berlin: Hebbel am Ufer. Holland/Amsterdam: Paradiso-Melkweg. Holland/Rotterdam: Rotterdamse Schouwburg. Portugal/Lissabon: Alcantara Festival, Slovenia/Ljubljana: Via Negativa.
- **Aarhus Kunstbygning - Academic partners:** Finland/Helsinki: Helsinki Universitet, Portugal/Lissabon: Lissabon Universitet, UK/Plymouth: Plymouth Universitet.
- **Art Organizations (Aarhus Kunstbygning partners):** Belgium/Bruxelles: <stdin> and Constant. Finland/Helsinki: Kiasma, Museum of Contemporary Art. Holland/Rotterdam: V2. Slovenia/Ljubljana: Aksioma. Spain/Barcelona: Hangar, Gijón and Laboral. Spain/Madrid, La Agencia and Matadero, MediaLab Prado. Sweden/Visby: BAC Baltic Art Center. UK/Bristol: Arnolfini contemporary art center. UK/London: Calvert 22, Foundation for Contemporary Art and Culture from Art from Russia, CIS countries and Eastern Europe, Carroll/Fletcher, contemporary art gallery and Electra, contemporary art organisation. UK/Plymouth, KURATOR - University of Plymouth.
- **Curating network partners (Aarhus Kunstbygning):** Austria/Wien: Bettina Henkel (Academy of Fine Arts). Belgium/Bruxelles: Yves Bernard (Association iMal, interactive Media Art Laboratory). Germany/Berlin: Markus Huber/Susanne Bernstein (transmediale). Germany/Bremen: Christine Sauter (GAMA, Technologie-Zentrum Informatik, Universität Bremen). Germany/Dortmund: Inke Arns (Hartware). Germany/Leipzig: Dieter Daniels (HGB Academy of Visual Arts). Hungary/Budapest: Eva Kozma (C3 Center for Culture & Communication Foundation). Holland/Amsterdam: Petra Heck/Gaby Wijers (NIMk Netherlands New Art Institute). Slovenia/Ljubljana: Ida Hirszenfelder (SCCA Center for Contemporary Arts).
- **Galleri Image partners:** Finland/Oulu: Northern Photographic Centre. Ireland/Dublin: Gallery of Photography and Photoireland. Italy/Firenze: Fondazione Studio Marangoni. Norway/Oslo: Fotogalleriet and Objektiv. Portugal/Braga: Encontros da Imagem. Russia/Krasnodar: PhotoVisa Festival. Russia/St. Petersburg: Photo Department Foundation. Slovenia/Ljubljana: Photon Center of Contemporary Photography and Festival Photonic Moments – Month of Photography. Spain/Madrid: European Master of Fine Art Photography. Sweden/Stockholm: Centrum for fotografi. UK/London: Next Level.
- **VoxHall/Atlas, Live Venues - European partners:** Belgium/Hasselt: Tout-partout. UK/Bristol: Qujunktions. UK/London: LittleBig Booking and Sasa Music. France/Bordeaux: Zoobook Agency. France/Paris: Rock The Nation. Germany/Berlin: Agency Asphalt Tango Booking, Elen Music, F-Cat, Julia Tippex, Paper and Iron Booking and Soulfood Booking. Germany/Mörlenbach: Jahazi Media. Germany/Stolpe: Griot. Italy/Ovada: EvvivaShow. Holland/Amsterdam: Belmont Booking. Spain/Madrid: CityZen. Sweden/Trelleborg: DTours.
- **Cinema Øst for Paradis - European network partners**  
**Film companies:** France/Paris: Coproduction Office, Films Distribution, MK2, and Wild Bunch. Germany/Geiselgasteig: Bavaria Film. Germany/Köln: The Match Factory. Iceland/Reykjavik: Zik Zak Film. Italy/Rome: RAI and Adriana Chiesa Enterprises. Holland/Amsterdam: Fortissimo Films. Sweden/Stockholm: NonStop Sales. UK/London: Hollywood Classics.  
**Film festivals.** France/Cannes: Cannes Film Festival, Le Marché du Film. Germany/Berlin: Film Festival; Germany/Munich: German Films. Greece/Athens: Greek Film Centre. Iceland/Reykjavik: Icelandic Film Centre. Holland/Rotterdam: Film Festival. Norway/Haugesund: Haugesund Film Festival and Norwegian Film Centre. Spain/San Sebastian: San Sebastian Film Festival. Sweden/Göteborg: Göteborg Film Festival.  
**Other partners:** Europa Cinemas - International Network of Cinemas for the Circulation of European Films. Europa Distribution - European network of independent distributors. MEDIA (European programme) - Europe Loves Cinema. NFFF (Nordisk Film og TV Fond).
- **North Sea Screen Partners (Filmby Aarhus)** The initiative will support international production: Denmark/Aarhus: Filmby Aarhus a.o., UK/Folkestone: Screen South, UK/Dundee: FifeScreen & TayScreen, University of Dundee, Dundee College, Dundee City Council. Germany/Hannover: Nordmedia Fonds GmbH. Norway/Bergen: Vestnorsk Filmsenter, Western Norway Film Commission. Sweden/Vänersborg: Västra Götalands Regionen.
- **Docu Regio (Aarhus Filmby)** Cooperation between film funds to promote European co-productions: Denmark/Aarhus: Den Vestdanske Filmpulje. Switzerland/Zürich: Zürcher Filmstiftung. Belgium/La Louvière: Hainaut Cinema ASBL. Belgium/Bruxelles: Communauté Française de Belgique and Vlaams Audiovisueel Fonds. France/Charbonnières-les-Bains: Region Rhone-Alpes. France/Paris: Procirep. France/Château-Renault: Centre Image. France/Rouen: Pole image Haute-Normandie. France/Marseille: Region Provence-Alpes-Côte d'Azur. France/Bordeaux: Region Aquitaine. France/Tourcoing: CRRAV. Sweden/Ystad: Film i Skåne. Sweden/Luleå: Filmpool Nord. UK/Folkestone: Screen South. Italy/Torino: Regione Piemonte and Film Commission Torino Piemonte. Finland/Oulu: Poem. Ireland/Galway: Irish Film Board. Austria/Wien: Filmfonds Wien.
- **European Conference: Rethink Community & C Media. (Global Media: IndvandrerTV, Radio Bazar, Børne- Ungdoms Radio og TV).** Partners: Cyprus/Nicosia and UK/Belfast.





## As regards “City and Citizens”, how does the city intend to ensure that the programme for the event:

### – attracts the interest of the population at European level;

We believe the overall theme “rethink” is relevant and interesting for Europe in general – for the media, for specialists and for the general public. The issues dealt with and the questions asked are essentially European.

The **AARHUS 2017** programme will offer an extremely varied and high quality arts and cultural programme based on this theme, which will have the necessary synergy and critical mass to attract attention.

Our city and region has a cultural infrastructure, which can cope with major events and present cultural programmes with high levels of physical, logistical and technical support. very high. We have a cultural framework which already attracts public attention, and the urban development programme 2013-2017, with new cultural centres opening successively over the next four years e.g. Urban Mediaspace and Moesgård Museum, will increase international attention to see the designs of leading Scandinavian and international architects.

Many of the popular events and programmes in 2017 will be free for citizens and thus encourage broad participation. This will attract a large section of the community, ease logistics for visitors and attract families and young people, not just cultural “specialists”. Many projects will also link to other existing programmes such as festivals.

Our programme will be clearly themed and packaged in collaboration with the tourism sector. This will maximise attraction and target people of broad European nationalities interested in particular topics, for example, rethink environment, rethink art, rethink design, rethink architecture, rethink play, rethink music etc. All major programmes will include a broad representation of European artists, theatres, orchestras and designers etc. connecting to the European public.

As one aspect of our communications strategy, we are working with three centres working with short term international residents: The Learn Danish School, International Community and the International Student Centre at the university to create a corps of commentators and documenters from all European countries and languages. We will engage this network of European teachers, writers, students and specialists to communicate with European press and media – on community, sectorial and national levels. On the European level, we will be working through schools, colleges and other educational networks to facilitate exchanges; this will stimulate interest in the project and the city and region.

### – encourages the participation of artists, stakeholders in the socio-cultural scene and the inhabitants of the city, its surroundings and the area involved in the programme.

Our process has already underlined our commitment to engaging artists, local organisations and communities. Through a participatory approach we have ensured that this application has created common programmes and given us methods to use in the future process.

We will work with involvement on several levels:

- The five main regional arts networks, the major arts and cultural institutions and networks of professional artists are all involved in the project and have contributed to the included projects.
- Working directly with all departments within the municipality and the 18 municipalities in the region, we ensure contact to the social, educational, health sectors as well as to the cultural sector.
- On a local level, we will engage citizens in their local communities; partners include residents associations, neighbourhood councils, schools, many social and cultural associations, voluntary associations and evening schools. The civic community is among the strengths of our city and region, making these essential to the project.

We expect that 90% of our programmes will be managed and run by external partners. Of these, 40% will be independent arts and cultural organisations, 35% civil structures, associations, community groups etc. and 15% local authority structures and networks.

Our “open” calls in 2014 and 2015 will be themed (youth projects community projects, festivals, international collaboration for example) to encourage participation, as well as target proposals and initiatives from both professional arts organisations and community groups. Prior to the open calls, we aim to inform, engage and support local communities, youth groups, and artists and voluntary associations to assist them in developing ideas before submitting them.

In 2012 we will start a number of micro pilot projects centred on involving local communities: **■1,000x10,000** – a thousand projects at 10,000 DKK. (1,500 Euro). Themed open calls will activate “spontaneous” micro projects with strong local and social impact, to inspire larger rethink projects in the future.

■ **Smukfest** activates more than 12,000 volunteers every year. The festival is developing an online database and information network which can be utilised by many different arts and cultural organisations to support and structure involvement of volunteers. This “open source” format will encourage and enable citizens to become involved in projects all over the region and within all sectors.

Other relevant initiatives to involve citizens include **■2,017 people of Aarhus**”, **■Rethink the village** and **■Rethink the Summer Home**. **RETHINK** lectures and debates will be held at universities, colleges and in general education associations.

### – is sustainable and an integral part of the long-term cultural and social development of the city?

All major projects with long term relevance will be planned and developed in collaboration with local partners in the city and the region. In letting these partners participate in the decision making process we will ensure direct contact with permanent support structures such as established institutions, businesses and organisations. This is imperative in the long term. The city and the region are both expecting **AARHUS 2017** to generate long term initiatives. This means there has to be structures ready to take over. Specifically, projects and initiatives will be incorporated into policies and strategies. Through preparing and developing major projects during the 2013-16 period, we are aiming to increase the potential for a strong ownership of initiatives, a solid support structure



and competent leadership among partners and stakeholders and finally develop public backing.

Not all of our strategic projects will automatically have long term perspectives, especially if they have been created specifically for the 2017 programme. We expect 25-35% of the projects to become medium or long term investments.

Project sustainability will be strengthened in general through competence development projects in the preparation period 2013-16, through programmes aimed specifically at management and project development. Courses, workshops and mentoring schemes will strengthen individual managers, organisers, curators and producers.

We will establish a “bank of board members” in collaboration with the independent business association Business Aarhus, where cultural institutions and projects can find skilled and dedicated business people, who are interested in contributing on a board or at an advisory level. Likewise, the business sector will benefit from the innovative force of the cultural sector.



MyHood, Gellerup, 2010



Hidden Places, Aarhus Docklands, May 2012



Mejlgade for Mangfoldighed (Diversity), 2012



## How does the city plan to get involved in or **create synergies** with the cultural activities supported by the European Institutions?

From a strategic perspective, our **ECOC 2017** project is closely linked to the structure and vision in the “Creative Europe” programme which covers 2014-2020.

We have included arts, digital media, media and creative industries in our Arts and Creativity programme. We are working with a three year competence building programme aimed at our art institutions, operators and the creative sector, in order to increase their operational capacity. We are also working on a three year digital strategy, which will be linked to the Smart Cities initiative, focusing particularly on audience development. A three year international/intercultural strategy to support European network building and transnational partnerships. Our **RETHINK** theme is an actual obligation to find models to support growth in the creative and cultural sectors in Europe.

Participation in existing and future EU programmes is an integrated part of our vision to become a “European city”. Together with our partners, we are involved in eight major multi-annual cultural programmes under the auspices of the EU, in support of our programme arenas: The City, Arts and Creativity and Values. These co-operative efforts generate obvious drive and synergy.

Among these EU programmes are:

- **Project Caravan** (17 European partners featuring the Odin Theatre as partner. EU funded from 2012-2016)
- **Kedja-project** – Nordic-European dance project (16 European partners, BORA BORA as partner. EU funded from 2008-2016)
- **New Publics** (Aarhus Theatre as local partner, National Theatre London as partner. EU funded from 2013-2015)
- **In Situ** (19 European partners, coordinated by Lieux Publics in Marseille. EU funded from 2008-16)

Additionally we will offer a platform for recurring European events: the Annual European Union prize for Contemporary Popular Music: The European Borders Breakers Awards, the European Union Prize for Contemporary Architecture and the European Union Prize for Literature.

We expect **AARHUS 2017** to become the formal partner in 4-5 new programmes from 2013 onwards, and we are collaborating with regional partners involved in the Interreg-programmes. Interreg North Sea comprises: ■ **North Sea Screen Partners** and Filmby Aarhus as local partner. Interreg Baltic ■ **First Motion** and Filmby Aarhus as local partner. Kattegat/Skagerrak programme (2008-2013) includes ■ **KRUT**, an intercultural programme for music schools, with Aarhus Music School as local partner, ■ **Cradle to Cradle Islands**, with Samsø Academy as lead partner, ■ **Nordic Cultural Competence**, with Central Denmark Region as lead partner and ■ **Eventbased Innovation** with Department for Public Health at University of Aarhus as lead partner.

Aarhus is already engaged in URBACT in connection with a number of projects including the completed REDIS, which was thematically centred on knowledge environments. Skanderborg is a partner in the project ■ **ActiveTravel Network**. Several experts and contacts in the URBACTcities are involved in our work on integrated, urban development-programmes in socially deprived areas, focusing specifically on active inclusion with a strong cultural dimension. We are in contact with experts and local operators in Belfast, Newcastle, Edinburgh, Liverpool, Glasgow, Antwerp, Malmø, Hamburg, Marseille and Amsterdam. We plan to involve them in our planning initiatives. The Nordic City Network with 14 member-cities will work on involving cities from Central and Southern Europe, and the plan is to engage this network in the URBACT under the theme ■ **Metropolitan Governance**.

Many partners working with mobility and lifelong learning are already engaged in the Comenius and Grundtvig programmes for lifelong learning. As we are working on both programmes in connection with European school exchanges (primary and secondary levels). We intend to participate in the Comenius network, and partially fund those parts of the projects that exceed funding received to cover participation of Danish schools. We want to extend the Grundtvig network in order to arrange seminars on lifelong learning in Europe and initiate a European folk high school project based on European themes (2014-2017).



Odin Theatre. Caravan



Groupe Dunes. Marseille



Hotel Pro Forma



## 1.11

Are some parts of the programme designed for particular **target groups** (young people, minorities, etc.)?

– Specify the relevant parts of the programme planned for the event.

If the ECoC is to be successful, it must create engagement and represent the entire community. Aarhus City Council is launching a new policy for citizenship, with a clear inclusion strategy as a vital aspect of the council's overall agenda to engage citizens in taking on an increased and more active role in the community. The existing cultural policy underlines the goal that all citizens, irrelevant of social, ethnic, cultural, physical characteristics and age must be included as active cultural participants.

This gives the ECoC project a clear platform to support an active and integrated social-cultural policy and **AARHUS 2017** is committed to engaging all sections of the community. We have already initiated a series of research studies with extensive surveys on local and regional levels which will be followed up on annually.

From our surveys, we are aware that levels and patterns of cultural engagement and activity are highly differentiated and also constantly changing.

There are three broad categories of cultural users and consumers: “the hyper active users” “the selective user” and the “non users”, the latter representing around a third of the population (25%, 45%, 30%). In particular the “non users” are naturally a concern for **AARHUS 2017**. This group is comprised of a number of specific social groups, which are being targeted to achieve a more balanced cultural system:

- Rural communities with limited cultural activities, limited facilities and limited public transport
- Elderly people, who are not involved in social groups, voluntary organisations or civic associations
- Young people aged 15-30 years, with backgrounds where arts and culture has had little significance or has been completely absent.
- Families - mainly in Aarhus and the other larger cities - with limited education and social disadvantages, many with non Danish ethnic backgrounds
- Citizens with physical and mental disabilities, who depend on a well-functioning support system

It is our ambition to ensure that all parts of the population have the information, motivation and practical means to participate in our projects. Thus, we will plan our programme and our communications strategy with a clear understanding of the needs and aspirations of different sections society. We will ensure that many events are free of charge and take place in major public spaces such as parks and local neighbourhoods. Events and projects will secure a balanced programme throughout the region.

We have already involved the regional library network (84 libraries), local community centres, voluntary organisations, evening schools and building projects with urban housing estates to ensure projects and events which are relevant.

The project ■ **Outreach Inreach** will link around twenty regional arts centres with various institutions in local communities in the form of a continual dialogue. We expect that these programmes will focus on selected rural and urban neighbourhoods where professional arts institutions are currently absent.

■ **Another Aarhus** is a major project, which is being developed with the social housing association in Aarhus, focusing on programmes in connection with two new cultural centres being built in the two largest “deprived” areas in the city, Viby and Gellerup. Our programme will be as diverse as our citizens!

We are working with citizens, who are physically and/or mentally disabled through ten organisations such as local/regional hospitals, user organisations and cultural institutions to develop music, visual arts and performance programmes. The theme ■ **Outsider Art** will be addressed from a cultural perspective through exhibitions, workshops and exchanges. It will aim at being festive, inclusive and an opportunity to develop new therapeutic initiatives, in an area where funds for creative programmes are extremely limited.

Partners in include the Psychiatric Hospital in Aarhus – which owns a museum with the largest collection of art made by psychiatric patients; The GAIA Institute for Outsider Art, which functions as secretariat for The European Outsider Art Association (43 member organisations in Europe); a local network of artists, musicians in Aarhus; Sølund - Europe's largest festival for disabled people with 15,000 physically and mentally disabled participants.



Museum Ovartaci



Sølund Music Festival, 2011



Community Centre, Skt. Pauls Gade

## What contacts has the city or the body responsible for preparing the event established, or what contacts does it intend to establish, with - cultural operators in the **city?**

We have made it a priority to ensure that the project has a solid foundation in both the city and region. Some 300 cultural institutions and operators have been involved directly contributing to the application process. At preset, around 180 operators are engaged directly in projects included in this application.

Working closely with all local authorities in the region has been essential in establishing links to the many local partners. Furthermore, we have established relationships with the regional networks (music, performing arts, visual arts, museums and heritage). 2017 is now a fixed topic on their agendas and they are all active in the regional programmes.

We have held series of individual meetings with some 20 major museums and contemporary arts centres, ten theatres, nine arts education centres, eight performing arts centres, more than 20 festivals and several artist groups and networks.

We have also involved the wider cultural milieu in our project. This includes youth groups, autonomous cultural networks, ethnic associations, “self organized” networks and autonomous groups working at local, neighbourhood and sub cultural level for example, IDOART, which is a loose network of around 200 young creative artists; the skater milieu and youth initiatives based in Mejlgade –involving hundreds of young people.

Locally - in Aarhus - we have held meetings with the thirteen “community councils”. Together we have discussed how to engage local communities in the next phase of the project through associations and citizen groups. In key neighbourhoods such as Gellerup and Viby, we have specifically established **AARHUS 2017** task forces.

Links to the educational sector are solid, in particular with Aarhus University, Aarhus School of Architecture, VIA University College with campuses all over the region, the Scandinavian Design High School in Randers, the Animation Workshop in Viborg, the Royal Academy of Music, Performers House in Silkeborg and the regional association of high schools.

We feel we have an immensely strong platform for **AARHUS 2017**, and we will continue creating projects with cultural operators through: regional arts and culture networks; local city based networks in our partner cities; local neighbourhood and community networks in Aarhus; informal networks of artists, young people, academies and artists/creative practitioners and educational networks.

## – cultural operators based **outside the city?**

At this stage we have decided to be selective in our preliminary contact to national structures. At present, we are in contact with major institutions such as The National Museum, The Danish Broadcasting Corporation, The Royal Danish Theatre and The Royal Library. We expect to create a number of specific programmes with these institutions - both in our city/region, and also potentially in Copenhagen. We plan to follow up these contacts and we expect that the role of state funded cultural operators will be set in an operative framework after discussions with the Ministry of Culture after the ECoC title has been awarded.

We are in contact with The Danish Association of Artists’ Unions, an umbrella organisation for unions such as the Danish Musicians Union, Danish Actors Union etc., collectively representing 9,000 professional artists in Denmark. They will be involved in our capacity building projects (2013-2016) for professional artists/producers. These projects will involve artists from all over Denmark.

Aarhus and Randers participate in a formal cultural network of the largest Danish cities: Copenhagen, Odense, Aalborg, Randers, Esbjerg, Aarhus, and we expect to develop programmes in partnership with these cities, thus supporting a strong countrywide dimension. Aarhus is negotiating directly with Odense and Aalborg in the City Regions Project and themes are: ■ **cultural diversity in urban areas**, ■ **sustainable neighbourhoods** and ■ **17 in 17** (17 years old in 2017), which these cities will also be co-funding.

The majority of the **AARHUS 2017** public programmes such as concert, performing arts, visual arts, heritage, media and film and literature programmes will naturally involve artists, musicians, media artists, writers and creators from the whole country.

## – cultural operators based **outside the country?**

We have started a process of creating relationships, which will be the main channels of exchange, collaboration and co-production with relevant European and extra European partners for our project.

We have used several methods to engage European partners: conferences; existing formal European relationships on the level of the City and the Region; European city-based networks; networks linking individual, local cultural operators with European networks and partners; building on the experience and initiatives of selected ECoC cities and specific project based European contacts;

### Rethinking ECoC-potential – ECoC-cities

We believe the potential of linking to projects in other ECoC cities is underutilised and we would like to explore this potential. In forging these partnerships, **AARHUS 2017** has taken part in and contributed to ECoC meetings and seminars held in Istanbul, Ruhr, Brussels, Plzen, Wrocław, Sofia (2019 candidate) and Belgrade (2020 candidate); Bologna (candidate 2019) and Bruges.

Aarhus has also visited a number of ECoC cities in order to learn, and also connect. These visits involved Aarhus’ cultural committee, heads of the cultural department and the **AARHUS 2017** team. Cities we have visited are: Stavanger in 2008, Liverpool in 2009, Ruhr in 2008 and 2009, Tallinn in 2011 and Marseille in March 2012. Representatives from Horsens have also visited Umeå and developed the Nordic Children’s Festival.

As a result, we are now working on specific collaborations with the following ECoC cities:

- Tallinn 2011 (focus on performing arts exchanges)
- Maribor 2012 (focus on European values)
- Marseille 2013 (focus on urban interventions, media and performance, new circus, world music). Examples: an exchange with La Friche La Belle de Mai (linking to Godsbanen/The Freight Yard) in 2013; a co-production with Ballet Marseille/Frederic Flamand linking to Aarhus Music Hall / Symphony Orchestra; co-production and workshop with Cité des Arts de la Rue / Lieux Publics(national French Centre for art in the public space); Bureau Detours from Aarhus in Marseille



- Riga and Umeå 2014 (focus on media, opera, landscape/art and children's culture)
- Plzen 2015 (focus on urban interventions and dance)
- San Sebastian 2016 (focus on sustainable communities)
- Wroclaw 2016 (focus on pan European experimental performance)

We are discussing specific exchange programmes with San Sebastian and Wroclaw directly connecting 2016 and 2017, i.e. Wroclaw's performance theme is based on a strong link to the Odin Theatre and The Grotowski Centre for Theatre Research.

### Linking to major city- and regional networks

**AARHUS 2017** has hosted several network seminars. These have given our potential European partners first hand experience of our city, our strategies and potential local partners.

Aarhus has formal twin city relationships with several cities including: Bergen, Gothenburg, St. Petersburg and Turku. These are all dynamic, cultural cities and we are in contact with their cultural departments to develop a Nordic project based on design and architecture and another on culture for children.

Region Central Denmark has joined the Districts of Creativity Network, which includes nine European regions clearly focused on innovation and the creative sector. The region sees this as a long term investment in which **AARHUS 2017** is pivotal. Regional partners have already participated in the World Creativity Forum held in Oklahoma in 2011 and Ghent 2012 to build contacts. A DC task force visited the region in May 2012 to initiate specific programmes starting up in autumn 2013. One specific outcome is the World Creativity Forum in 2017, which will be held in Aarhus. We are developing specific programmes with Scotland, Catalonia, Tampere and Flanders.

Aarhus City is a founding member of the Similar Cities Network (2008). Four network seminars have been held, including one in Aarhus in June 2011, and all members have confirmed their engagement in **AARHUS 2017** – members are; Malmö, Strasbourg, Edinburgh, Bologna, Utrecht and Ghent.

We are committed to working with these cities on several programmes and we are lead partners on two projects which will in-

volve artists from all cities. We will also work on thematic projects with these partners e.g. Utrecht (public art); Bologna (children's literature); Stuttgart (urban sustainability); Edinburgh (urban design) and Ghent (performance).

Aarhus is a member of the Nordic City Network and the city hosted a seminar in 2010 on the theme of cultural planning. The network has agreed upon a project, which will start in Umeå in 2014, and culminate in Aarhus in 2017. NCN is focused on city planning and urban issues of medium sized cities. Members are: Lillestrøm, Kristiansand, Stavanger, Tromsø, Trondheim, Malmö, Norrköping, Umeå, Uppsala, Fredericia, Odense, Aalborg and Aarhus.

Aarhus is member of Eurocities Cultural Forum, which has some 60 member cities, many of whom actively support the Aarhus candidacy and are committed to engaging and participating in the programme. We hosted a seminar in June 2010 and we are now developing a theme for a collaborative project: ■ **Rethinking the cultural institution**. We expect around 20 leading arts organisations and research institutes from this network will be involved. The first workshop is planned for October 2013 in Aarhus.

We have started discussions with Union of the Baltic Cities, which has more than 100 member cities in 10 countries. This collaboration will focus on a future creative generation: We are working with arts and cultural centres in Gdansk, Umeå, Riga, Tallinn and Malmö in particular on this theme which will be developed as a series of Baltic exchanges, based on creative arts centres and high schools. The programme will involve young creators over a period of three years (2015-17).



Eurocities Cultural Forum



The Great Debate, June 2012



The Great Debate, June 2012

### Linking to major European arts networks

We are in dialogue with a number of European networks and they are committed to engaging in **AARHUS 2017**. Concrete plans will be developed in 2012/2013 and will comprise conferences and seminars in Aarhus and support of specific programmes linked to the **RETHINK** agenda. We are working with several pan European networks and foundations including; Lab for Culture, European Cultural Foundation, Nordic Culture Fund.

In collaboration with The Danish Cultural Institute, EUNIC and several European Union National Institutes of Culture we are developing plans for a mobile European **RETHINK** tank. We have worked with the individual institutes for many years both locally and at head office level. We intend to involve these institutes to support the European dimension of our projects through international participation. Several of these institutes participated in our three day European seminar in 2010 (including Goethe Institute, British Council and Institut Francais).

We are working with the Danish Cultural Institute, who will be organising an annual European seminar in Aarhus starting in August 2012 (Aarhus Festival) to support our network building. Each seminar will have a different theme. The institute will also set up a “creative exchange” programme with Aarhus and several of the European cities in which the institute is represented, including Tallinn, Riga, St. Petersburg, Budapest, Edinburgh, Antwerp and Warsaw.

### – Name some operators with whom cooperation is envisaged and specify the type of exchanges

We are collaborating with IETM - Informal European Theatre Meeting (600 performing arts institutions in Europe) – on the appointment of a series of “**RETHINK** Europe” teams over the coming years. This collaboration was initiated at the IETM meeting held in Copenhagen in March 2012.

We have invited four Nordic Cultural Centres in Reykjavik (Iceland), Thorshavn (Faroe Islands), Helsinki (Finland) and Mariehamn (Åland Islands) to develop Nordic programmes together. A series of Nordic workshops will be held in 2013 in which both artists and scientists will participate. The workshops will feature a number of explorations along coastline routes focussing on art, nature and science.

Many of our arts institutions and operators are working with European and international projects and networks. We estimate that 50 of our key arts and culture operators in the city and region are currently working with more than 250 “live” European contacts on collaborative and exchange projects (not including network memberships etc.). These contacts provide natural links to European operators in all sectors. They will be crucial for our bid and for specific programmes.

We have included around twenty network based projects in our application which build on these European/international networks. Several are currently funded by EU cultural or regional programmes, and all of these platforms will be significant in the development of specific **AARHUS 2017** initiatives.

1.13

### In what way is the proposed project innovative?

As we stated in the introduction to this application, the purpose of this project is change. In other words: the purpose is innovation - in a context!

Change driven by reflection, driven by necessity, driven by passion and driven by the willingness to challenge existing models, patterns and structures. We believe that our theme **RETHINK** invites and demands the ability to be innovative. This is inherent in the theme. The theme demands an approach which is innovative and this is our strongest case.

This is also the point of departure for our partners and our projects. Choosing this theme means we choose an open ended approach - an approach which demands the understanding and the ability to formulate and activate both artistic concepts and social solutions.

The strong emphasis we have placed on the perspective of the arts in relation to the environment and social and urban agendas, readjusts the focus from “creativity” to “innovation”. In fact, our approach challenges the artist and the art world to take a more central role in society. In this respect, we are not advocating a shielding of the arts but in fact an “exposure” of the arts. We are advocating that the arts may in fact take the lead in the formulation of future strategies. The ability to be innovative will be among the key criteria of all our projects.

We propose that our process of engagement is innovative. The use of a cultural planning methodology we have used and the many cultural mappings we have undertaken, has generated an unprecedented level of new knowledge, and we intend to continue this in a methodical way. This process has in itself been innovative. Our innovative process has explored new tools and methods and generated new information through the ECoC project.

We intend to develop mapping projects in different communities, using different methods. As you read this, 750 architectural students are continuing to work with Aarhus as the subject for all their practical projects for this term. Another example of how we intend to involve the younger generation in this project is by involving schools, universities and local communities with new methods of engagement. We believe that this will be empowering in the long term.

Focusing on a longer period of time that just 2017 is in itself innovative, and we believe that this strengthens the project. Programmes and projects will be developed over a period of four years and “land” in 2017. The four year build up will allow for a greater degree of “experimentation” and “research and development”. This will ensure “free space” for a more innovative approach and more radical/challenging programmes.

Finally, our concept of starting with the ordinary as opposed to starting with the exceptional and extraordinary is refreshing and honest. By seeing our city and our region as a microcosm of the European reality, we believe that the project is also innovative.

**AARHUS 2017** will be more about “working together” rather than “presenting differences”. We believe it is innovative to have a theme which encapsulates European dilemma(s).

1.14

### If the city in question is awarded the title of European Capital of Culture, what would be the medium and long term effects of the event from a social, cultural and urban point of view?

Legacy and sustainability have become vital aspects of the ECoC programme, particularly in times of economic stringency. Ensuring medium and long term effects of the ECoC is essential, just as maximising long term potential and going beyond the initial “impact” is essential for our project.

The strategic goals of **AARHUS 2017** from Q. 1.2 state our long term aims and are key to the social, cultural and urban impacts we hope to ensure with the project. Therefore, we will answer this question in this context.

### CULTURAL EFFECTS:

#### **Goal 1: Long term development of arts and culture, and of the diversity of European culture.**

**AARHUS 2017** will support the long term development and underpinning of the significance of arts and culture. The cultural programme will contribute to a strengthening the diversity of European culture through three aspects:

#### **A region with a strong cultural infrastructure**

The current investment programme prior to **AARHUS 2017** will complete a long term priority for the city. This will provide new opportunities for artists, creative industries, local cultural groups and cultural innovators, as well as increase cultural provisioning for citizens and visitors.

Most of these centres are new cultural structures, with new or enlarged organisations, and independent operating budgets from the local or regional authorities. **AARHUS 2017** will support start-up programmes in these new structures, and relevant authorities have also committed to budget allocations in order to raise content quality to international level.

Finally, **AARHUS 2017** will be the lever required to secure financing for regional infrastructure projects, which are not fully financed yet.

#### **Legacy of cultural competence**

An expected long term result of **AARHUS 2017** is the strengthening of cultural competence in the region. We are developing a series of training programmes and several diploma and master courses for artists, producers and managers for the period 2013-2017. These will involve an expected 150-200 individual cultural operators from the region.

There will be a complete value chain from primary school level to the professional level in all fields including classical and contemporary music, performing arts, film and media, new media, visual arts, literature, architecture, design and fashion.

This will build on the city's strong platforms of higher education and vocational training in arts and culture, and will be supplemented by a number of new youth and professional courses. In particular, a new secondary level arts based education, aimed at youth, is expected to be approved at national level.

The region will attract a growing number of Danish and international students for its arts and creative based vocational programmes.

#### **A qualitative lift for arts and culture**

We expect there will be a general increase in artistic production and a new level of artistic excellence as a result of 2017. This level of ambition will continue, driven by higher levels of European collaboration, increased expectations from the public and a milieu which feeds experimentation.

Our programme strategy is based on the premise that we support strategic projects over a period of up to five years in order to create sustainable projects which have the potential to continue after 2017. These are essential for long term impacts.

We expect that 15-20% of all **AARHUS 2017** projects will have a life cycle of up to five years after 2018 and that 10-15% will be permanent. In total, some 20-30 large scale projects, excluding arts and cultural centres. These are indicated in the programme.

#### **Goal 2: Increased visibility and attraction**

After 2017 we will generate a series of internationally renowned festivals with high level marketing, via increasing levels of co-programming and co-marketing to raise artistic quality and attraction. This programme will attract larger audiences and greater media attention via more developed marketing strategies. These festivals, and the networks they participate in, are crucial to the cultural collaborations and the international dialogue we plan to achieve.

Another of the main measurable effects of increased visibility and attraction will be higher numbers of tourists. The City and the Region are committed to ensuring a strategy of cultural tourism in the region, which will include partnerships with leading arts and cultural institutions. Cultural tourism (including both individual and business tourism) will be an important aspect of the international tourism strategy for the city and region – also after 2017. We





expect a 15% increase in the total volume of tourists in 2017 and 50% in cultural tourism (compared to the 2011 baseline) and we expect this to continue with a 25% increase until 2020.

### **Goal 3: Employing creativity, innovation, knowledge and experimentation**

The region has already committed to long term development of the creative industries and perceive the lead up to 2017 as the first phase in this strategy. For the first time in Denmark, a permanent regional support programme will be established for the 3,000 small and medium sized creative businesses in the Central Denmark Region (phase one: 2013-2017; phase two 2018 – 2022). This includes the establishment of “creative partnerships” for architecture, fashion, design, new media and several other sectors. By 2025 there will be a substantial communal environment, stronger international links and a higher degree of international awareness.

This will sustain and raise the quality and market potential of the sector, rather than simply attracting new talent. From talent to transaction! The region will be regarded as a centre of excellence for architecture, design, music etc. and in general for our high level of innovation.

### **SOCIAL EFFECTS:**

#### **Goal 4: Encouraging active citizenship**

With the four year campaign strategy to strengthen cultural participation, outreach and community based programmes and with the impetus of 2017 itself, we expect overall levels of cultural participation to increase permanently, by an estimated one million visits annually. Post 2017, we expect levels to increase by 15% in the city and 10% in the region.

There is a high degree of citizen involvement in the project in general, and in particular through local neighbourhood projects, projects with young people and projects and programmes created in collaboration with civic society organisations such as the Dane Age Association (Ældresagen), FO evening school programmes and projects designed to test new models for community participation. We expect these to increase long term participation in the city and deliver a number of concrete models of empowerment and involvement.

By maintaining regional marketing campaigns, cross-programming and marketing strategies, we expect greater mobility in the

region, as well as raised on going levels of cultural activity. We anticipate an increase of the long term regional attraction level for Aarhus especially, although other cities will also clearly benefit.

Collaborations with the business sector has already resulted in a long term business network, and with four year strategic partnership agreements with the University, VIA University College and several other partners, we expect **AARHUS 2017** to generate many long term relationships.

### **CITY EFFECTS:**

#### **Goal 5: Support development of open urban environments:**

The city of Aarhus will be visibly transformed within this decade. The transformation runs parallel to the ECoC programme, and there are many direct and indirect connections. The synergy of this investment will be quite obvious, causing a change in the identity of the city.

**AARHUS 2017** will focus particularly on the “new docklands” development and the regeneration of social housing estates in Gellerup, Toveshøj and Viby. Focussing on these areas as hubs for specific programmes will stimulate social and cultural change and create greater integration of residents, making them much more “part of the city”, than they are now.

We expect that the partnerships we have established with the social housing associations will generate increased pride, ownership and engagement in the neighbourhoods which are part of the long term cultural programmes we are facilitating. By addressing areas of potential social and cultural conflict in the city, we will be able to assess the impact of five years of cultural action on the levels of tolerance, changes of values and increased levels of participation in social networks.

**AARHUS 2017** will also clearly generate a higher level of activity in the public sphere by focussing on the urban space as the main “cultural” space of the city. This will influence the role of public space in the city, as well as the role of public architecture and design in the context of the city.

Aarhus and the Central Denmark Region will place these issues in a national and international context through the many urban network projects related to **AARHUS 2017**.

### **SOCIAL AND CITY EFFECTS:**

#### **Goal 6: Interdisciplinary collaborations**

With the impetus of the **AARHUS 2017** we expect a change in perspective, a stronger level of interest and an increase of interaction with the rest of Europe. The transformation from “a city in Europe” to “a European city” sums up this radical change.

We expect that the core **RETHINK** theme will have a lasting legacy in the format of programmes, which will continue to support cross-sector knowledge sharing, testing and developing new models and confronting issues of major social and cultural relevance in the European context. We envisage this as organisers of workshops, major conferences, research programmes, which we hope will develop and maintain strong European networks of intellectuals, researchers, artists and commentators, among others. These networks will further the intellectual property and knowhow of **AARHUS 2017**.

Maximising long term benefits of the ECoC requires focus – this we are convinced we can achieve. We intend to maintain our focus through the long term strategies and goals of strengthening international relations and our international profile, while making an active effort to solve challenges arising from increasing globalisation. These goals are already embedded in the policies of the city and the region.



– Do the municipal authorities intend to make a public **declaration of intent** concerning the period following the year of the event?

While the City Council of Aarhus cannot issue a guarantee regarding a budget commitment for the post 2017 period, the city has clearly invested in **AARHUS 2017** as part of a long term commitment to maintain a strong arts and cultural sector. The city's backing of the project is in fact motivated by a long term perspective, and the City Council will commit to maximising the long term potential of the project. There are several general aspects:

- Goals and objectives for Aarhus 2017 have a long term perspective linking the project with the overall vision of the city and region
- A four year build up of the programme and projects prior to 2017 secure the foundation for key projects to become permanent and sustainable
- Strong links with stakeholders and structural partners ensure the potential generated by Aarhus 2017 is taken over by permanent organisations – public and private
- Strong political “ownership” and backing is essential to secure the foundation for long term impact.

In addition, we have taken the following measures to ensure long term gain:

- Allocation of 3.5 m. Euro to facilitate a “funding bridge” for 2018, for securing projects while long term decisions can be made regarding alternative funding channels
- Constitution of a regional “bridging task force” to ensure all relevant aspects of the Aarhus 2017 organisation (such as database, practice, national and international networks etc.) can be transferred to the relevant permanent partner organisations
- Timing the evaluation of the Aarhus 2017 programme to be delivered in time to inform decisions for the long term

The project legacy will be integrated in future policies and strategies including city planning, tourism, economic development and not least cultural policies – just as the regional development plan will incorporate ongoing initiatives. Any ongoing initiatives might also become part of future cultural agreements with the Ministry of Culture.



Inner City Harbour, 2012



## How was this application designed and prepared?

We have chosen a process driven approach. Not only for preparing our bid - but for the entire project. This process has had a number of aims:

- to map the potential of the city and the region.
- to analyse and understand the key issues of the cultural sector – potential and challenges.
- to identify and locate partners, cultural operators and artists on a local and European level.
- to ensure political backing and support of the business community.
- to inform and involve the general public.
- to generate cross cutting processes to formulate a set of innovative projects.

This has not been a process of “making a project for the city” but rather of “making a project with the city”. Our process has tested of models of engagement and models of network building. This has required many resources, but it has strengthened the project to the point where we dare to suggest that we are delivering not only a project proposal but in fact, a project outline, backed by a substantial support system.

### The extent of engagement

As we have already documented in our process fully in our preliminary application, we will only highlight key activities here.

Our process has involved approximately half of the region's almost 600 arts and cultural institutions. Many have taken part in all four stages of the process. Around 600 people have been directly involved.

We have consulted with 680 organisations and businesses in the creative sector.

More than 900 key persons have taken part in the four conferences, which have been milestones in our process.

Around 2,800 individuals have taken part in our SWOT workshops, our vision seminars and our project workshops, which have functioned as the main forum for our application.

These have included professional artists, creative practitioners, arts and cultural managers as well as many local association and groups of citizens and local residents.

Approximately 12,000 citizens visited our “Here is Aarhus” exhibition in the spring of 2010, and our mobile 2017 project container.

An estimated 26,000 citizens have participated in our “rethink” pilot projects in 2011/2012 which included “Kulturnat 2011” and the first “Festival of the Century” in March 2012.

We have delivered 24 publications, which are the result of our process and analyses. These publications are already being used by organisations and municipalities.

The project - and therefore this bid - reflects the community, which will be responsible for the actual project - an authentic, researched, documented project, created and formulated in an open process.

### The formal process

During negotiations regarding the budget for 2008, the City Council decided to apply for the title of **ECOC 2017**. The process for 2017 preparations was set out in a strategic document, approved by Aarhus City Council in February of 2009. A budget of 1.6 m. Euro was allocated for the preparation period of 2008-2012. The Central Denmark Region decided to become involved in the project in 2009, and have allocated 0.75 m. Euro.

A secretariat was set up in 2008 with Mr. Trevor Davies leading the bid process. The secretariat operates as a project unit within the Culture Department of the City Council, lead by Mr. Ib Christensen, reporting to Director of Culture, Mrs. Kirsten Jørgensen and Alderman for Culture, Mr. Marc Perera Christensen, who is politically responsible for the bid process.

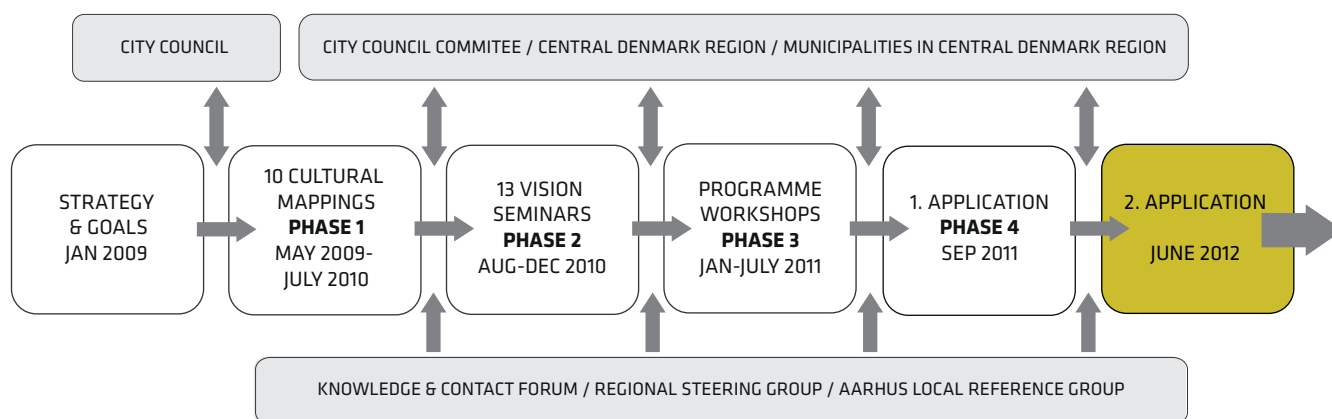
The secretariat has had a core staff of two people, ad hoc project appointments and a team of young academics who are attached to the secretariat for periods of 6-12 months. More than 30 people have been attached to the secretariat over the last four years. The secretariat is also supported by the permanent staff of the cultural department, including communications staff.

### A PROCESS OF FOUR PHASES

A strategic plan for the bid process and application preparation was presented to the public in February 2009. This was based on a four step plan; a period of SWOT and cultural mapping, a vision phase to outline possible themes and concepts, a project phase to generate key projects, which aimed at providing the basis of the preliminary bid and finally a phase of programme revision and securing strategic partnerships.

Four major conferences have provided the major stepping stones in the process:

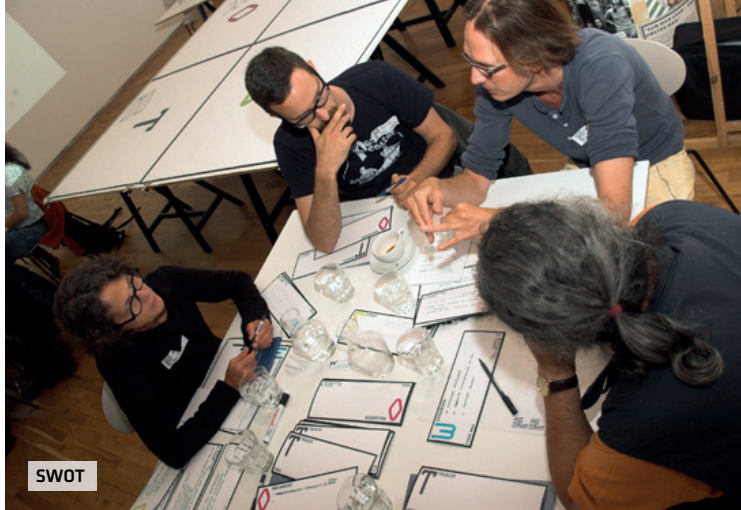
FIGURE 1.6: THE PROCES LEADING TO THE BIT







SWOT



SWOT



Visions Seminary



Vision Seminary



Exhibition: Here is Aarhus, Ridehuset



Frontløberne at the exhibition: Here is Aarhus, Ridehuset



Visitors at the exhibition: Here is Aarhus, Ridehuset



Business Aarhus at the exhibition: Here is Aarhus, Ridehuset



Visitors at the exhibition: Here is Aarhus, Ridehuset



- Opening Conference (October 2008) with more than 200 participants and presentations from six international speakers – e.g. several representatives from former ECoC cities and a number of local presentations.
- Regional Conference (May 2009) with 160 participants, a number of presentations and workshops including four speakers from former ECoC cities.
- “Where is Europe” international seminar (September 2009). A major three day conference in three cities held in September 2009, with 160 participants and 17 international speakers focusing on international collaboration and European themes.
- “Rethinking the Future Conference” was held in August of 2010 with 150 participants.

#### Phase one: Cultural mapping and SWOT – 2009-2010

Our project is based on the notion of “cultural planning” and therefore “cultural mapping” is has been an integral aspect of our preparation and process. We have used 18 different quantitative and qualitative methods in these mappings:

- Mapping of the cultural sector.
- Mapping of the creative sector (architecture, design, fashion and new media)
- Mapping of the city and public space
- Mapping of values

A series of 13 thematic SWOT workshops (625 participants) were held in Aarhus during the summer of 2009. This was followed by eight regional SWOT workshops held in Horsens, Randers, Holstebro, Herning, Viborg, Silkeborg, Ulfborg and Hadsten (350 participants).

#### Phase two: Vision seminars

After the major “RETHINK the Future” launch conference, we held 13 all-day vision seminars, based on 13 different themes, resulting in the development of between 6-10 strategic projects per theme.

#### Phase three: Project workshops

The many individual projects were then developed by the involved arts and cultural organisations, NGOs, local councils, artists, council departments and creative businesses. Most of the projects involved several partners and many are actually network projects.

#### Phase four: Revising and re-focusing

The final phase of our process was initiated with the delivery of the first application on September 30th 2011. This has focused primarily on an intense process of programme development, involving our public partners, our indented partners and our European partners in order to secure strong European and thematic dimensions.

#### ENGAGING LOCAL AND REGIONAL STAKEHOLDERS

Three permanent reference groups have been key factors in the application process. The Municipal Monitoring Group comprised by representatives from all departments of the city administration, has met regularly (8 meetings) in order to secure strategic links from the ECoC application to relevant sectors e.g. business development, social services, health, urban development, integration etc.

A Regional Task Force with representatives from all 18 councils and the regional administration has been instrumental in developing the regional dimension of the application, as well as links to regional partners – we have held 22 meetings and seminars.

Early on, we established a “Contact and Knowledge Forum” with 70 representatives from the cultural, business, educational and media sectors, who have met at four key points in the process.

The formal process has also included regular meetings with the Aarhus City Council Committee for Culture (9 meetings and two 24 hour seminars), and the City Council has monitored the process closely. The City Council has held open debates and ratified all key aspects of the application at relevant times (organisation, budget, theme, outlining the programme etc.).

We have also set up a number of strategic partnerships in the last phase; partners include significant operators in the tourism, business, education and media sectors. All partners have allocated resources, and mutual strategic programmes have been planned for the five years beginning in 2013: Central Jutland Tourism and Visit Aarhus, University of Aarhus, VIA University College, The Aarhus



Opening Conference, 2008



Visions Seminary, 2010



Meeting with the Business Clusters, February 2012



School of Architecture, the 84 libraries, The Social Housing Association Secretariat in Aarhus, Midtjyske Medier and The Danish Broadcasting Corporation.

As we have documented in Chapter 1.6, Aarhus City Council, the 18 local councils in the region and the Regional Council are all totally committed to the project.

## – Engaging the business community

The business community has become progressively more and more involved in the project. Creative industries have been involved in a strategic mapping exercise, and this has already resulted in pilot projects and the formulation of a regional strategy for the creative sector - expected to be launched in the summer of 2012.

The tourism sector is directly involved through the regional tourism agencies Midtjysk Turisme (Central Jutland Tourism) and Visit Aarhus, who are working closely with **AARHUS 2017**. The regional business development strategy for 2010-2020 includes a significant focus on business and tourism, and of course **AARHUS 2017** is part of the strategy.

An initiative led by Business Aarhus and Danske Bank, to engage the business community in the summer of 2011 resulted in five 2017 “business clusters”, representing many parts of the business and culture sectors in and around Aarhus. At present some 80 businesses are active in these informal forums and meet approximately engaging in communication, finance and resourcing, as well as concrete initiatives which would strengthen our ECoC project.

On February 2<sup>nd</sup> 2012, the business clusters held a conference, speakers from Liverpool 2008, among others, advised on business relation development. There is now a fully committed platform to generate substantial involvement in and engagement with **AARHUS 2017**.

In 2012 the business clusters have expanded to larger cities in the region through five kick-off meetings. Organising these meetings has shown clear examples of initiative: five nation-wide banks each represent a cluster. These members combined efforts and handled the meetings. Invitations featured all five logos, and each bank hosted one meeting.

This broad and positive engagement and endorsement by the business community in the ECoC project and cultural life in general, has generated widespread interest and support for the **ECoC 2017** project.

The cluster model has also been adopted in the region, with meetings in Horsens, Randers, Silkeborg, Viborg, Holstebro and Skanderborg in the spring of 2012. Each meeting has been facilitated and led by one of the major national banks, demonstrating a re-thinking of sponsorship and business support.

The city wide business association (Erhverv Aarhus) has been extremely active in the process, and has initiated and facilitated a series of meetings with the local business community. The last three annual meetings have all had **AARHUS 2017** on the agenda (200 business representatives at each meeting). Erhverv Aarhus is also providing professional network coordination to the 2017 business clusters.

We have also communicated directly with a number of leading companies in the region, all of whom have a strong national and international status, and all of whom are involved in the region. These include Bestseller, Kvadrat and Grundfos. This widespread backing by the business sector reflects the strong social and cultural engagement and involvement by small and large companies in the region.

By i By (City in a City) is a cultural project which has resulted from co-creative efforts by the Aarhus Group (eight leading local companies) and a number of cultural operators to vitalise the city. This collaboration has launched the creation of a temporary city in Bispetorv (Bishop's Square) in Aarhus. A large group of businesses are now involved by way of business clusters. They are contributing in-kind and financially, while also participating directly in the construction part of the project. Civic associations, the education sector and cultural institutions in the city are also involved. The project will run all through the summer of 2012 peaking on October 12th, the 2012 “Night of Culture”, presenting a fully fledged city.

The planning of the By i By project has been has happened in a short timeframe and has been made possible by the involvement of the business clusters. The completed project will demonstrate the endless possibilities of a city truly coming together on a specific task.

## – Engaging citizens

We have established a number of platforms to involve the citizens in our process. Not just to inform but also to consult, involve, engage and motivate. On a local level, we have held many open debates over past four years at libraries, cultural centres and other places where local citizens are present.

Our **AARHUS 2017** mobile glass container has hosted exhibitions, meetings and workshops in 14 different locations with an estimated 6,000 citizens visiting and receiving information. Our midway exhibition at Ridehuset (a multi-purpose hall) in Aarhus in February, 2010 attracted another 6,000 citizens. We have published 45 newsletters, an ongoing website and we have published 24 publications, which are all available online. We have issued and distributed approximately 15,000 pamphlets, and we regularly participate in public meetings with various citizens' groups.

**RETHINK** Night of Culture in October 2011 attracted an estimated 15,000 visitors, and we distributed 100,000 copies of an eight-page insert in regional newspapers. We are planning a large exhibition and project presentation from the 20th to the 24th of August 2012.

We have chosen to launch a number of projects which engage citizens directly. One example is the **AARHUS 2017** project “Secret Places”, which at present boasts 3,000 Facebook friends. 250 individuals have contributed. We have participated in a number of major public projects such as SPOT Festival in May 2012, the opening of Godsbanen/The Freight Yard in March 2012, the Festival of the Century in March 2012, Aarhus City Half Marathon in June 2012 the major conference Global Citizens at Aarhus University also in June 2012 with 400 European participants. We have also been present at the Giro d'Italia preliminary stages in Herning and Horsens among other examples.

We have established a partnership with the Epinion research institute, and are conducting regular regional analyses of cultural activity trends and cultural priorities of our citizens. Finally, we are monitoring citizens' attitudes to **AARHUS 2017**. This has led to the creation of a 2017 panel of comprising 3,600 citizens, which we will continue to use as a strategic and monitoring tool. According to this panel, 79% of Aarhus citizens and 50% of the 1,267,000 people in the region are now aware of the project.

## II. STRUCTURE OF THE PROGRAMME FOR THE EVENT

### 2.1

What **structure** does the city intend to give to the year's programme if it is designated "European Capital of Culture" (guidelines, general theme of the event)? How long does the programme last?

#### PROGRAMME INTRODUCTION

We have described our programme concept under question 1.2 but we start with a short introduction and present the three basic elements of our programme: cultural infrastructure, cultural competence and cultural projects.

All three aspects of our programme put the artist, the creative individual and innovation at the core of our programme. Whether we are rethinking our centres of cultural production, rethinking our public space, rethinking our management systems, rethinking our creative education systems, we are in every situation, creating environments and support systems which inform and mobilise the creative capacity of young people, professionals and of our citizens to become culturally active.

Our programme of audience development in particular reflects this ambition to engage with a wider sector of the community in the cultural sphere. We are acutely aware that including, activating and engaging citizens as participants rather than observers is a key aspect of our project. This in fact underlines our philosophy of supporting art and culture as "life changing experiences".

This is why our **ECOC 2017** programme not only questions broader social and cultural issues but also questions the capacity and the will of our cultural sector to engage. The **AARHUS 2017** development programmes (the hard, the soft and the content based programmes from 2013-2016) reflect this will to support the creative / artistic community and, on the other hand, and challenge the same community. By doing so, we engage the cultural sector to engage and challenge society and also to lead in the change of perspective, mindset and practice which we feel is absolutely necessary.

Perhaps art cannot change the world but art can certainly change the future. We are convinced that our broader programme philosophy of activating and engaging rather than presenting and entertaining is a vital aspect of our bid and a key to interpreting "RETHINK".

#### Cultural infrastructure 2008-2017

This includes projects which we believe are relevant for **AARHUS 2017** and which also relate to our theme of **RETHINK**. We include only confirmed projects and while some urban programmes may not be completed by 2017, they all provide unique contexts for cultural programmes which support the urban transformation processes.

These 18 projects all represent a new generation of cultural and urban projects with new conceptual and design approaches. They provide an ideal platform for our rethink 2017 programme and we are convinced that **AARHUS 2017** can deliver creative content, audiences and media in partnerships which will ensure that these projects can be sustainable beyond 2017.

#### Soft City - development programme 2013-2016

This is a major investment programme in the region and will raise the creative, production and organizational infrastructure of the region to another level.

This will include open, region wide programmes of training and education for artist / creatives and management, audience development, with particular emphasis on supporting and increased European dimension. This programme will stimulate the cultural and creative sector by developing a "soft and network" infrastructure in the region. The programme has been informed by the thorough analysis and continued dialogue with the sector at all levels, partner organizations and with local authorities in the region.

This "soft city" programme covers six focus areas, and will be an open programme and will benefit the whole sector: professional artists, cultural institutions, creative industries, international projects, children and young people and audience development.

This investment in the sector is focused on all levels and we see this as part of the longer term strategy which will not only increase the organizational and creative capacity for **AARHUS 2017** directly but will provide the basis for the long term.

#### Cultural projects 2013-2017 and the 2017 programme

Thirdly, our programme in 2017 will build on a pre-programme of cultural programmes and projects launched and developed over a four year period 2013-2016.

We have maintained our three basic programme themes of City - Arts and Creativity - Values.

In this document, we present a number of "strategic" projects. Strategic, as being key to our programme, key to generating sustainable projects for the longer term and strategic in that they require both investment and development prior to 2017.

This pre-programme will deliver public programmes and events, test and develop programme content, secure European collaboration and citizens' involvement. The intensity of projects and thus activity will increase towards 2017. Some 30% of the programme project budget is allocated for this period.

We also present the 2017 programme outline and this consists of around 100 projects out of an expected 250 projects in total. Supplementary projects will be added primarily through two open calls in 2014/5 and 2015/16. These projects will strengthen the programme thematically and also engage a wider sector of the community. Not all proposals from the open calls will be included and we will maintain a strict thematic and quality selection criterion.

These projects will in particular strengthen local and community driven projects, children and youth projects as well as artist driven arts programmes and projects, series of concerts, regional touring programmes of theatre and music, and specific festival programmes. All these projects will all be focused on the 2017 programme itself.

As a public event we expect that the full ECOC2017 programme will include 250 projects and that we expect 5 million visitors to this programme.

Programmes will have a natural focus in Aarhus but as projects will be based on regional cultural centres and local communities these will also reflect local and regional structure. This distribution will also ensure a region wide participation in the programme.





Voxhall



Atlas



Promus

2.2

What **main events** will mark the year?

For each one, please supply the following information: description of the event / date and place / project partners / financing.

## CULTURAL INFRASTRUCTURE PROJECTS

The cultural infrastructure projects are relevant to **AARHUS 2017** on many levels and they relate to all of our programmes. Thus, infrastructure projects are integral parts of the ECoC project and represent the first of two cross cutting programme strategies of **AARHUS 2017**.

Some projects convert existing buildings for new purposes, while others are newly constructed buildings. Some projects include a single building; others transform a whole part of the town or many buildings. Overall, the projects can also be regarded as a real life “exhibition” of contemporary architecture and design solutions. Many are also incorporated in The City programme as part of the experimentarium of architecture, design, space and new media (p. 54-63).

Some projects represent a rethinking of structures for cultural production. Other projects rethink relationships with audiences and citizens, who will be offered new formats for experiencing arts and culture and new learning environments.

We are rethinking classic cultural institutions such as libraries, cultural centres and art museums, as well as venturing to redesign our basic ideas of schools, and town centres and being radically innovative in our social housing. Old and new neighbourhoods will be revitalised, while focusing on sustainability and integrating segregated neighbourhoods in the city.

**AARHUS 2017** is not going to build or significantly subsidize infrastructure projects. **AARHUS 2017** will support and reinforce design processes, content and the use of these structures and places. All of these construction projects reflect and support our **RETHINK** mindset and create optimal opportunities to structure, focus and anchor our programme. The 30 infrastructure projects provide impetus for a gradual build-up to 2017 as platforms in which projects are gradually made more visible. Our cultural infrastructure projects have eight different focus areas and we highlight below

how these new structures are embedded and utilised in our programme. 8 focus areas:

- Focus: New Centres for Cultural Production
- Focus: Urban Mediaspace
- Focus: Room for Play and Learning (RULL)
- Focus: Local Neighbourhood Experiments
- Focus: New Museums
- Focus: Creative Incubators
- Focus: Innovative City Centre Projects
- Focus: Fire, Air, Water and Earth: 6 experimental experience- and relay-centres

For information about finance, see Question 3.2.4.

### FOCUS: NEW CENTRES FOR CULTURAL PRODUCTION

One of the objectives of The Cultural Policy 2008 – 11 of Aarhus City Council was to secure new experimenting production milieus for all artistic sectors, where emerging talent, young artists and professional artists alike would have optimal conditions for development of their work. **Film City Aarhus** was established in 2003 with film studios, currently housing approximately 60 media companies. The expansion of the **Aarhus Concert Hall** was completed in 2007, adding three new concert stages as well as facilities for the **Royal Academy of Music** and with two additional centres, this goal will be fulfilled.

**Promus** was opened in 2010, as a centre of production for contemporary music, covering 2,200 m<sup>2</sup> of facilities for music production and live concerts, providing us with a unique centre, accessible to both local and national musicians and organisations. Promus also boasts two venues **Voxhall** and **Atlas** with a capacity of 750 and 300 respectively. These are part of the **European Art-house** programme (p. 64) and Promus will be responsible for many of the training programmes courses for musicians and producers in the ECoC programme. Promus will also be an essential collaborator for festivals during the pre programme as well as in the year itself (p. 66-67).

On March 12<sup>th</sup> 2012 **Godsbanen** (The Freight Yard) opened, as the latest in a series of new artistic powerhouses, comprising 10, 000 m<sup>2</sup> of space for learning, creating and presenting performing arts, literature, visual art, music, and film. Godsbanen is what could be called a new hybrid art centre - it contains a cultural eco system of learning, training and research programmes on several levels, pro-







ject development, production and public programmes. Godsbanen is a pioneer structure, framed in an unpolished industrial landscape, allowing for the rediscovery of a forgotten part of town, on a vast former freight yard area, covering 43,000 m<sup>2</sup> in the centre of Aarhus. Godsbanen also connects twelve existing cultural institutions, creating a cultural route across the city. The result is an arts led urban renewal process, clearly reflective of the industrial heritage of the area, and revitalising an otherwise out of bounds and dormant industrial area.

With public arts workshops, production areas and printing facilities, as well as theatres, meeting rooms, rehearsal studios, a state of the art music venue, large galleries, exhibition facilities and nine apartments for international residencies. Godsbanen is vital for our **AARHUS 2017** project. It will unify and produce across art forms and media. The next four years will be used to enhance professional and artistic skills and build networks along with building seminal works of art for the city and the entire region.

The build-up to 2017 will include a large residency programme (p. 48-49), an exchange programme in collaboration with other European art production centres (including Trans Europe Halles) and experimental art and performance projects produced by the city's many young artists. In 2017 Godsbanen will become a European Centre for art production for the whole year. It is a glimpse of tomorrow's cultural centre and a threshold to Europe.

### FOCUS: URBAN MEDIASPACE

**Urban Mediaspace** is the largest construction project and the most ambitious cultural project in Aarhus. This is the library of the future, opening in 2014, and with an investment of 1.9 billion Danish Kroner (240 m. euro) for the entire project, including the creation of new city spaces reconnecting the waterfront with the historic city centre. The building's gross area will be 28,500 m<sup>2</sup>, of which approx. 17, 500 is to be used for library and citizen's services. A large portion of the library is constructed specifically focusing on children. The new urban spaces will be completed by the end of 2015, and will include three major squares totalling 23,000 m<sup>2</sup>, equal to four soccer fields. The harbour Square will be largest among them, and particularly suitable for accommodating large-scale activities and events.

UMS will help redefine the notion of "libraries", create space for experience, learning, activity and contemplation. Exchange of

knowledge and inspiration across Europe has been part of the development concept behind UMS both in construction, internal design and content. UMS will build bridges between individuals, organisations and libraries on European and international levels and will support interfaces between media technology, knowledge and citizens. UMS will in particular be key to our **RETHINK** Values programme.

### FOCUS: ROOM FOR PLAY AND LEARNING (RULL)

Aarhus Municipality has launched a long term project to rethink educational strategies for 0-18 year-olds in day-nurseries, kindergartens, schools and in leisure activities, take accounting of the children's diversity by creating new learning environments that support educational processes.

The whole project is based on linking spatial design, pedagogic methods social interaction. This ten year programme has an initial time frame up to 2017 and includes several hundred specific small scale projects across the city, both new buildings and modernisation of premises, landscaped and outdoor areas.

Six specific projects will be part of ECoC 2017; the renewal of the **■Forte Park**, which unites fun, learning and modern educational technology in the nature; the **■Aktivitetsramblaen**, an innovative outdoor area with a focus on community and physical activity; **■Virtual and physical Communities**, where the physical and virtual space merge; the **■RULL LAB**, an interactive laboratory for testing new materials and technologies in order to design modern learning environments. Many of the projects are created in the interface between communities and institutions and most are user driven, involving teachers, children, adolescents, parents, designers and architects in the development of physical activities, creative processes and new media. A European conference with the theme "Play and Learning Environments" is planned for 2017.

**The Frederiksbjerg School Project** rethinks the concept of school. This school will include children's and adolescent environments closely linked to community and leisure activities in the neighbourhood. The environment will include a school with room for 850 pupils, a leisure club, day-care units and a recreational area. The design will create an integrated environment for 0-18 year olds with exciting spaces and frameworks for play and learning with low energy consumption, good indoor climate and minimal CO<sub>2</sub> impact. The children will have a great place for play and learning,

contemplation, dissemination, but will also be challenged in these open environments. The concept allows for continual and dynamic interaction with the local community through the open design and an open configuration, which also means that the school will be open almost 24 hours. Users and residents are involved in the project from the very start to ensure that school does become a natural focal point for the whole community.

### FOCUS: LOCAL NEIGHBOURHOOD EXPERIMENTS

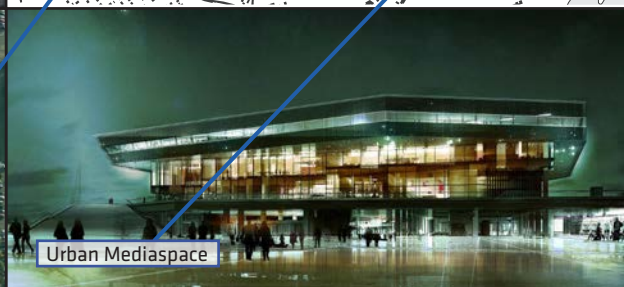
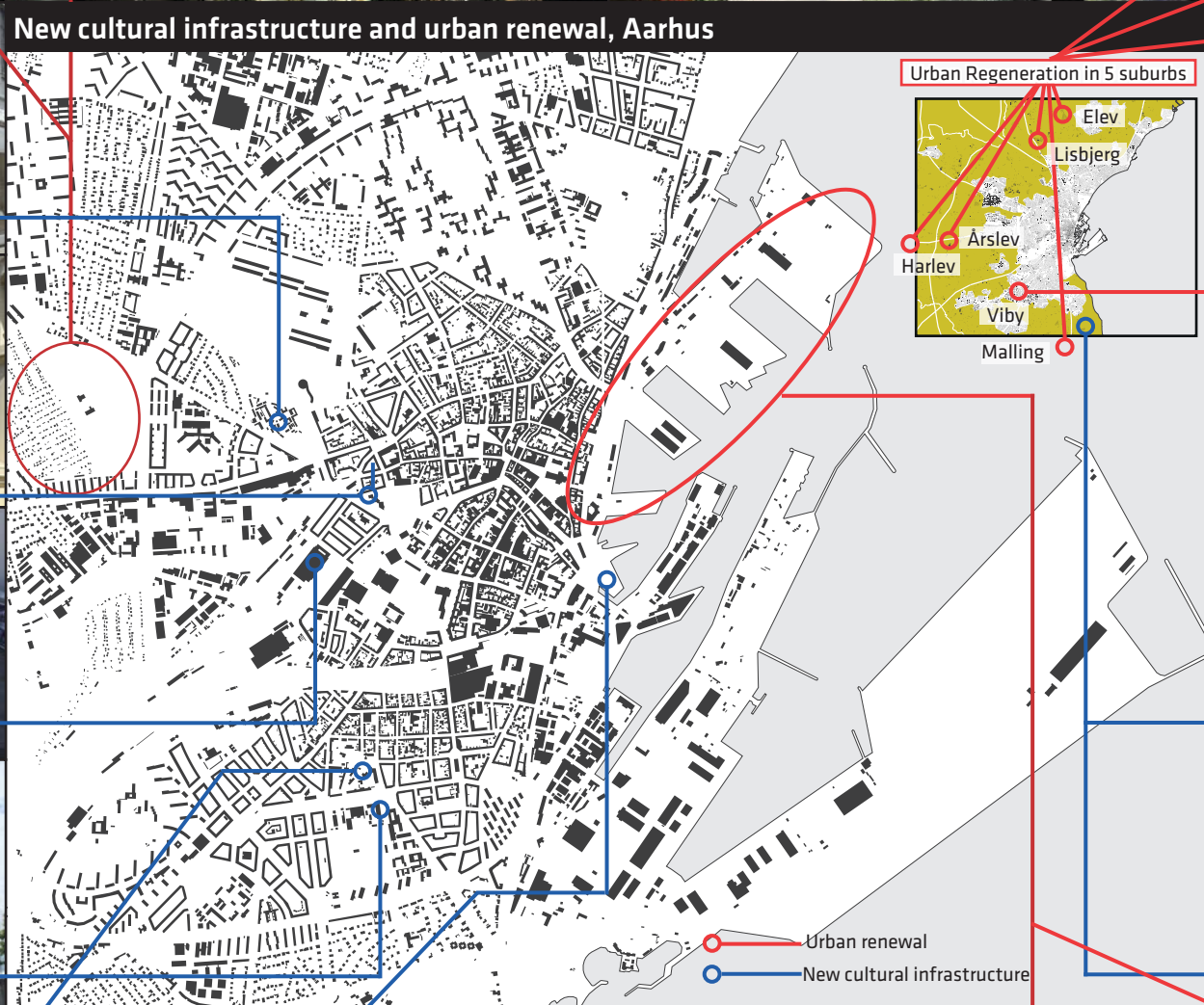
The Municipality of Aarhus is implementing a series of projects where the citizens themselves will be key in activating local communities. These projects will strengthen **AARHUS 2017** as an experiment to find new ways to re-engage citizens in civil society and to offer platforms for empowering communities. At the same time, these community centres will provide venues for initiatives and projects in the **AARHUS 2017** programme.

**Fjordsgade Community Centre** A former school will be transformed into a new centre for local initiatives and the many voluntary associations as well as a centre for the adult education sector. The centre advocates diversity and will try to increase citizen involvement across interests, age, gender, social and ethnic divides. Activities such as lectures, evening classes, sports, communal meals, homework help, music and dance sessions, study groups, exhibitions, and a community centre for downtown voluntary groups. The centre of 7, 000 m<sup>2</sup> is expected to open in 2017.

**Viby South Community Centre** Will be built in collaboration between with Aarhus Municipality and The Housing Society Aarhus and Surrounds. The centre will provide a wide range of activities, from football and fitness to various club activities and is intended to link the community to Sondervang School which is a self declared "multicultural school" with children speaking almost one hundred languages.

**Community Centre Gellerup** is located on the World Square and will integrate various public service functions such as job-centre and library. In addition, the Community Centre will be activity centre and community meeting place for residents of the area. It will also provide a large banquet hall. The centre is part of the overall regeneration plan for Gellerup, which will involve profound physical changes in the whole area. Activities in the centre will be defined as part of the process involving Brabrand Housing Association, the Municipality of Aarhus and the residents of Gellerup. This process







is also part of the Farewell to the Citizen involvement, which will replace traditional public citizen involvement with a new citizen cooperation agenda which will champion a transfer of power at street level (p. 77)

### FOCUS: NEW MUSEUMS

In the Central Denmark Region five museum projects are under construction or being planned in the build up to 2017. Along with the new existing museums of AROs and HEART, they will provide exceptional settings for cultural heritage and visual arts programme in 2017. Each will work with new concepts of exhibitions, e.g. media and presentation formats.

**Moesgaard Museum** The amazing, new building of 15,000 m<sup>2</sup> wedged into and brilliantly integrated into the landscape will delight visitors with its characteristic sloping roof. Henning Larsen Architects have created this unique building, with three floors of major exhibition, learning and play spaces, while integrating new media, which is at the heart of the museum concept. The new building opens in 2014, and provides the framework for engaging the public in prehistoric times, starting with the individual and personal narratives. Prior to 2017 and the special exhibition **■ Vikings and Europe**, three major international exhibitions are already scheduled to take place here, all emanating from a concept of "World Culture".

**The Modern Town in The Old Town** The open air museum, The Old Town, was founded in 1909 as a result of the National Exhibition in 1909. Today the museum attracts 400,000 visitors each year with 75 complete, reconstructed historic buildings from all over the country. It is a unique setting for Danish architecture and building heritage, tracing the city from the 16<sup>th</sup> century. The current project

The Modern City adds two 'new' neighbourhoods from the years 1927 and 1974, creating a unique 500 year storyline of the Danish city which includes industrialisation, urbanisation and the social division of society in a single narrative. In 2017, a new permanent exhibition on Aarhus will open up the potential of complementary, experimental and thematic exhibitions and installations (p. 55).

As part of the **■ Jutland and Europe** project in 2017 the museum will adapt its basic theme and put all its artefacts, costumes, objects and buildings in a European context.

In 2012 the **Vestjylland Art Pavilion** designed by Henning Larsen will open in Videbæk - a large and flexible space for temporary exhibitions and two rooms for permanent exhibitions. VAP focuses on the very young art and culture scene as a new platform linking local and international art, architecture and design. Nature has been a central inspiration for the design and **AARHUS 2017** will use the pavilion as a workshop for artists and researchers to engage with nature and art, collaborating with similar institutions in Europe.

There are plans to build a new **Randers Museum of Contemporary Art**, in a distinctive location with the city's industrial harbour in the background and overlooking a beautiful, natural area. The architectural competition was won by the world famous Danish architects 3XN. The museum is expected to open by 2017, and will present major exhibitions of Danish and international experimental art.

Silkeborg has the ambition to create a new **Museum Jorn** which will house the large collection of Denmark's most internationally renowned painter Asger Jorn. The new museum will represent a significant rethinking of the framing and presentation of Jorn's spirit. Jorn is one of the great painters of Scandinavia and a founding member of several international artists' movements, including COBRA (Copenhagen, Brussels, and Amsterdam). The new museum will potentially be an international attraction and naturally give a significant profile to our **ECOC 2017** arts programme (p. 77)



Moesgård Museum

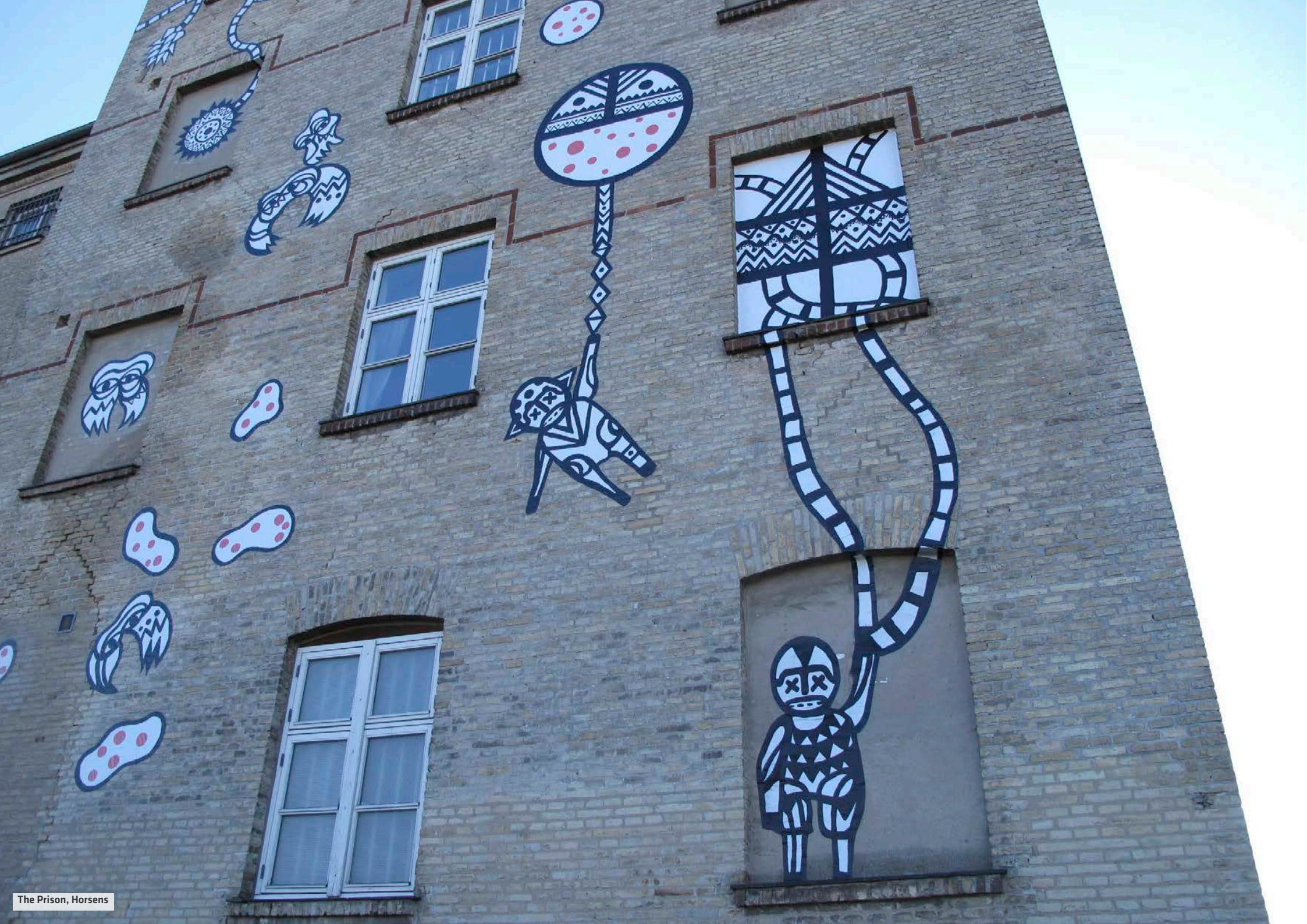


The Modern Town in the Old Town



Vestjyllands Kunstpavillon





The Prison, Horsens



## FOCUS AREA: CREATIVE INCUBATORS

Over the next decade, a number of dynamic environments for the creative industries and the cultural sector are being planned in existing, empty industrial buildings and abandoned industrial sites. The projects all have strong local ownership and commitment, with many volunteers involved in the initiatives. When refurbished, they will provide attractive environments for future generations of designers, architects and artists in new unique settings. Three locations will be ideal focal points as regional platforms for **AARHUS 2017** projects.

**The Prison** in Horsens is Denmark's first and oldest prison and has been a landmark for the city of Horsens for 159 years. The prison and its 222 cells, has marked or marred the physical and mental landscape in Horsens for better or worse. The city's reputation and self-esteem are central to this project. The unique history of the prison will be shown through an exhibition-experience-knowledge centre, with tales of punishment, justice, morality and ethics in Denmark.

Since 2007, the prison has hosted the Crime Book Fair, which attracted 5,000 visitors in 2012. Opened by Metallica in June 2012 concerts are held in the prison yard, and 2017 will feature a series of concerts and events. Conversion into an innovative museum and a centre for creative businesses is ongoing.

**New Malt Ebeltoft.** The 150 year old red malt factory in Ebeltoft is being refurbished as a new creative powerhouse for Djursland. The Malt Factory is one of Denmark's many beautiful buildings from the industrialisation era worthy of preservation, and it remains a significant landmark in the town of Ebeltoft. The 3,800 m<sup>2</sup> building will be totally renovated, respecting the particular raw aesthetics. Production focus will include glass art, film and design which are all linked to major cultural and creative businesses in Ebeltoft. **AARHUS 2017** is working with the Municipality of Syddjurs, New Malt Business and local citizens on this new creative centre.

**The Arsenal Viborg.** The main building of the former Viborg Barracks will house 70 attractive and flexible workplaces for young entrepreneurs in the animation and new media sector. The Animation Workshop is also located in these barracks and the city of Viborg is taking a leap to create the leading developmental centre for animation in Scandinavia. This ambition is pivotal for a col-

laboration with **AARHUS 2017**, which will include residencies, workshops and preproduction projects.

## FOCUS: INNOVATIVE CITY CENTRE PROJECTS.

Several of the major towns in the region are grappling with balancing historic city centres and down town derelict industrial sites and which will require both major investment but also radical solutions. At the core of these urban strategies is rethinking public space as a common element with projects particularly focusing on experimental urban landscape design, new digital media and citizen involvement in the longer term renewal processes.

The aim is to create new key places and spaces in the city, where new social gathering and interaction can emerge and evolve. This project is linked to a cultural planning approach and **Horsens, Randers, Viborg and Silkeborg** lead in a new development forum for innovative learning and concrete urban project development. This initiative is based on the conference "The Potential of Danish Towns" held in Randers in April 2011.

**Horsens City Centre Connection.** The vision for the centre of Horsens anno 2030 is urban spaces of highly diverse characters, emphasising individual neighbourhood's strong and clear identities. The unused urban spatial potential such as historic courtyards, squares, parks, wide boulevards, the Bygholm Wedge and the peri-urban wetlands will be developed with activities that create new life and new involvement in the city.

**Viborg Railway development.** The old railway yards provide an exciting downtown ideal for an evolving renewal process which will provide residential, light commercial, cultural and leisure facilities. The aim is a sustainable neighbourhood in balance with the environment and the site-specific cultural heritage qualities, including the beautiful and preserved roundhouse.

The Municipality of Viborg, Realdania, The Bevica Foundation, Arbejdsmarkedets (labour market) Holiday Foundation and the Vanføre Foundation are partners in this project to create a more completely accessible historic city centre. The concept of accessibility, relating to historical urban spaces and buildings revising needs - without compromising the value of the cultural heritage. The focal point is to ensure physical accessibility for everyone, opening for experience and knowledge of cultural heritage through innovative dissemination.







Slaughterhouse Site, Holstebro



The Arsenal, Viborg



Viborg Rail City



New Art Museum, Randers



North Sea Living, Thyborøn



KRAFT, Ringkøbing



Vestjylland Art Pavilion, Videbæk

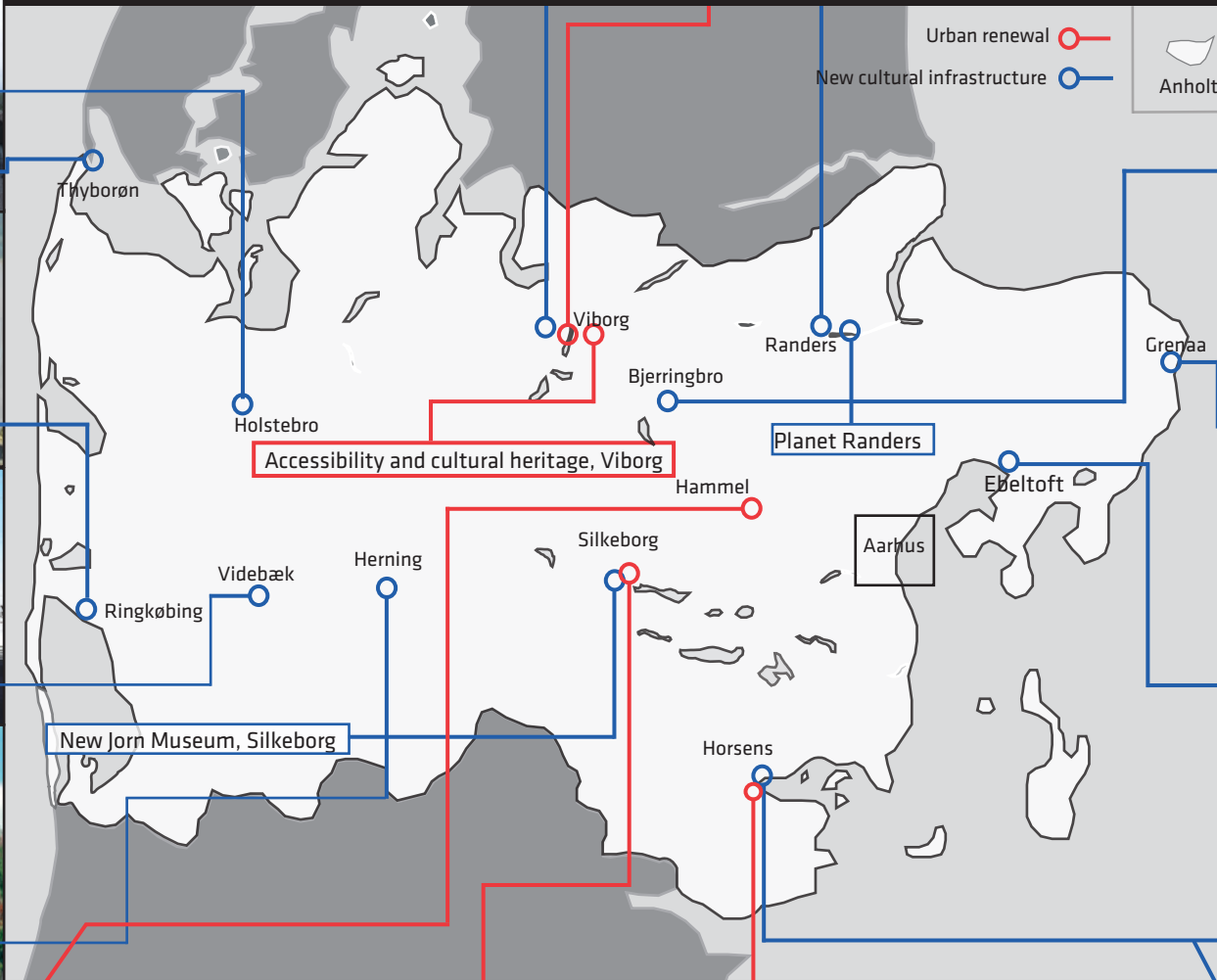


MCH Time World, Herning



Delika Area, Hammel

## Cultural infrastructure and urban renewal in Central Denmark Region



World of Energy, Bjerringbro



Ocean Centre, Grenaa



New Malt, Ebeltoft



The Prison, Horsens



Culture Square, Silkeborg



Horsens City Center Connection



The Prison, Horsens



The project is one of several demonstration projects in the international cooperation 'League of Historical and Accessible Cities'.

**Slaughterhouse Site in Holstebro.** A new quarter is under regeneration in the former slaughterhouse area of Holstebro city centre, housing arts and cultural projects, creative industries, businesses, educational institutions and housing, mixing new buildings with the conversion and reconstruction of existing industrial facilities. These interesting, irregular and mixed buildings, paths, passages and public spaces will give the area a dynamic and highly individual character, which can result in a more complex, compact and inspiring new town that lives and breathes day and night.

**Delika Area in Hammel.** This project concerns the conversion of an old industrial area, centrally located in Hammel. The Delika area includes a former slaughterhouse, soon to be replaced with mixed-use buildings, which offer exciting urban space experience and architecturally interesting buildings will be part of a continuous green structure through the town.

**Culture Square Silkeborg.** Bindslev Square is going to be the city's creative and innovative heart, where youth and creativity go hand in hand. The new covered square will provide a form of agora linking the library, the Creative School and The Community Centre. Developed closely with local citizens and the neighbouring arts and educational institutions, the site will be a cultural oasis in the city centre - a flexible urban space to facilitate new cultural activities. Funding for initial design of the Cultural Square has been allocated.

## **FOCUS AREA: FIRE, AIR, WATER AND EARTH - SIX EXPERIMENTAL EXPERIENCE AND RELAY CENTRES.**

The willingness to celebrate nature, confront the fundamental issues of survival and question conventional industrial technology are the focal points for a number of very visionary plans in the region, including experimental fun and educational centres. The new centres will provide fascinating insight into the current, global agendas on nature and climate.

Collaboration with **AARHUS 2017** will include ambitious teaching programmes for schools, science and education and projects where artists / media artists will be involved in the interaction between scientists and citizens. These projects will potentially involve CAVI and the Alexandra Institute.

**North Sea Living** in Thyborøn opens in 2016, and the centre is planning to give the audience a glimpse into life in and by and under the North Sea, where the ocean is always present - for better or worse.

With seemingly endless vistas and skies, one becomes at one with Nature's forces and the spirit and the body meet. Here, one can learn about and taste new seafood products, take a dive in safe conditions in the new diving centre - either in shallow waters among shoals of flatfish or in deeper water with a shipwreck in the background.

**The Ocean Centre** project is being developed in collaboration with Aarhus University, combining dynamic research communication with a business environment related to the Kattegat Centre in Grenaa. The aim is to create a unique environment for marine science, which will be a breeding ground for increased knowledge of and fascination with the sea - in children and adults alike with highly original visitor initiatives which all relate to ocean phenomena.

**Kraft** in Ringkøbing - will be a unique experience and knowledge centre based on the forces of nature; wind, sun, water and earth, in an experiential context where the elements affect one's experience directly and indirectly in the raw and breathtaking setting of the West Coast. Kraft will be a gathering place where the ideas from around the world can lead to new concepts of how to use Nature in relation to the production of energy, sustainable products, visionary food products and art. The forces of nature are presented

via new technology and will also be felt directly on the body. The project is at a development phase.

**MCH Time World** will become Herning's new experience attraction. A 10,000 m<sup>2</sup> fun- and activity centre designed with unique, thought-provoking, fun activities and educational experiences all related to time as an abstract and concrete phenomenon. The centre will be constructed in association with existing facilities at Herning Exhibition Centre and will consist of exhibition halls, the multi-arena Jyske Bank Boxen with space for 15,000 spectators. The project development phase will last until the end of 2013.

The existing **Planet Randers** will be extended to become the world's largest zoological garden! The project will include three initiatives. The World Dome - a new mega-dome of 63,000 m<sup>2</sup>, where visitors can take part in a world tour bringing them through all sorts of climate zones; Gudenå Nature Park covering 750 hectares with Danish wildlife and flora; and a centre of eco-innovation promoting biodiversity based on a formal cluster collaboration between scientists, the public and private sector. This strategy is the most important in the long term as it will ensure sustainable innovation in the food sector. The project will be implemented successively with completion set for 2020.

**Energy Museum** in Bjerringbro is a national museum for electricity which supports lifelong-learning and the understanding of energy in the world. The museum stimulates curiosity, strengthens quality of life and promotes sustainable development and has plans to create a **World of Energy** as a third generation centre of communication. It plans to merge the best elements of a traditional museum, a science centre and a theme park.

## SOFT CITY – A CULTURAL COMPETENCE PROGRAMME FOR AARHUS 2017

Soft City is the second of two cross-sector capacity development programmes which aims to develop the knowledge based infrastructure of the cultural sector of the region. This programme will increase skills sets of individuals throughout the cultural sector, facilitate knowledge sharing and network creation, enhance existing social capital and improve urban and cultural engagement as a whole. This programme also secures the link between cultural infrastructure and creative ideas. As we described in our first application, this is an absolute priority within the cultural sector and creative industries.

The strategic goals are to ensure that our cultural sector can meet new demands and challenges and be robust and in a stronger position after 2017. We see ECoC2017 as an opportunity for our artists, creative businesses, cultural institutions and citizens to acquire new knowledge and experience and engage in cultural, social, democratic and commercial arenas. This is in fact a common European challenge.

“Creative Europe”, the new cultural strategy proposal of the EU commission, aims to strengthen the cultural sector and release the potential of the creative sector and industries. It aims to support opportunities of the European cultural and creative sector and increase its global competitiveness. At the same time, the strategy seeks to ensure that authenticity, individuality and diversity is maintained and indeed enhanced.

In this context, **AARHUS 2017** will address the many challenges facing the creative sector. The soft and interconnected city programme and the creation of a European laboratory by The City of Aarhus and Central Denmark Region will ensure that capacity development is a key issue for the future arts and cultural sector. This five year programme has 6 focus areas with a total of 21 projects:

- Focus: European Bridges, Platforms and Routes
- Focus: Future Art and Cultural Institutions
- Focus: Regional Creative Industries
- Focus: Architecture and Urbanity
- Focus: Audience Development
- Focus: Children and young People

### FOCUS: EUROPEAN BRIDGES, PLATFORMS AND ROUTES

One of the keys to becoming “a European city” is developing strong interfaces between sectors, enhancing engagement in European issues and building links between institutions and professionals across borders. The cultural sector has itself underlined a growing need for internationalization, even though many of our institutions are already part of international networks. We will therefore prioritize working with exchanges and building bridges in the next four years.

**European Meetings and Networks.** We have already partnered with Nordic City Network and EuroCities, among others, to hold European conferences and seminars. We expect strong bonds to emerge from these events, increasing and strengthening connections between European institutions and supporting alliances within the European cultural sector. **AARHUS 2017** will initiate three series of conferences and seminars on relevant European matters:

A series of **International Rethink Conferences** 2013-17 in collaboration with Aarhus University will provide the framework for our **RETHINK** theme in the years leading up to 2017. The first of these was held in February 2012 with theme Rethink Capitalism. Future themes will include: Rethink Community”, Rethink Belief”, Rethink the City, Rethink Creativity and Rethink art.

**■Eurobarometer** is a series of 12 conferences based on European networks and relevant topics. Partners include: Lab for Culture, Trans Europe Halles, European Artist Associations, EuroCities, Creative Cities, Rencontres, Kulturkontakt Norden, Nordic City Network, The European Network of Cultural Centers, and Similar Cities Network. Located in Aarhus as well as other European cities, the conferences will have the common theme: “Rethink Europe in a time of Crisis”.

A series of independent **Global Issues Conferences** with external partners like Culture Futures and The Danish Cultural Institute will take place during the Aarhus Festival with the purpose of rethinking global challenges such as climate and environmental matters or green tech and health.

**Residencies.** We aim to host the best residency scheme in Europe and to link this scheme with long term partnerships, kick starting projects and new dialogues. This will provide time and space for learning and experiencing. This will be launched in 2013

**Godsbanen** is Aarhus’ new cultural production centre. It has nine apartments for visiting artists. As of 2013 three annual programmes will be dedicated to ECoC2017 artist groups and partners – and in 2016/17 this will be extended to cover the whole year. In collaboration with the Danish Centre for Culture and Development, **AARHUS 2017** will also support one annual programme for artists from developing countries.

**Hald Hovedgård**, The Danish Centre for Literature and Translation and a writer’s retreat, will establish 12 annual residencies of 1-4 weeks for international writers, journalists and translators. The project **■Lost in Translation – Europas små Sprogområder** **Lost in Translation – Europas små Sprogområder** celebrates the so called small minority languages of Europe.

Between 2014 and 2016 the Danish National Centre for Literary Translation located at the beautiful Hald Hovedgård will invite 60 selected writers to be based at this residential writers centre to write about Denmark and their home city. Residencies lasting one month each and will end up with a European anthology of 28 cities. In the spring of 2017, all the works will be published and in the autumn, a literary festival and a conference on European languages will be held in Aarhus.

**The Animation Workshop** in Viborg has partnered with the theatre **Carte Blanche** for the project **■Garrison Artist Residence**, which will offer 12-20 residencies of 1-3 months for media artists and producers working with film, animation and sensory theatre.

For four decades, the legendary **Odin Theatre** in Holstebro has hosted international theatre professionals and has been a hub for international and experimental theatre. The intercultural project **■Mnemosyne** hosted by this theatre will offer 50 residencies for theatre professionals, historians and academic scholars.

**Aarhus Visual Arts Centre** is ready to launch the residency programme **■From Godsbanen to Gellerup**, with satellites in Gdansk, Dubrovnik, Torino, London and Vienna. Artists will be invited to live in Gellerup for a period and to contribute to the revitalization of the neighborhood.

**The Kaospilot** project **■Radicals in Residence** will invite influential artists to host open workshops, exhibitions and lectures. The aim is to use the vast international network of the Kaospilots for



the benefit of the city and its citizens. The project ■**The European Cultural Genome** will send some thirty students out in Europe each year to collect new answers to pressing questions. Back in Aarhus, the students will present these answers and invite citizens to rethink Europe by asking them “How can culture answer the challenges of Europe?”

The scholarship grant of The Animation Workshop in Viborg ■**Tiger - International Talent Grants**, will offer young alumni from European art academies the possibility to come and develop international projects rooted in the cultural and creative sector but linking to private sectors of the region.

In addition, the following institutions will be part of our residency programme and will offer residencies for European artists in connection to both training schemes and projects: **Performers House** in Silkeborg, **Art Centre Silkeborg Bad**, **Concert Hall Aarhus**, **Centre for Visual Arts and Interaction (CAVI)**, **Urban Mediaspace** and **The European Film College** in Viborg.

### FOCUS: FUTURE ART AND CULTURAL INSTITUTIONS

A trailblazing effort by Aarhus and the Central Denmark Region in a partnership with 30 representatives from cultural and educational institutions.

**2017 Academy** The academy will offer 10-12 different training programmes and courses for artists, producers, managers and board members. A minimum of 250 will participate annually, totaling more than 1.000 participants prior to 2017. The courses will be organized by the Regional Performing Arts Network, Filmby Aarhus and Promus, and the three newly established arts development centers at Godsbanen/The Freight Yard among others.

This initiative is inspired by the courses that Promus already offers music and festival producers and organizers and their international mentoring schemes with partners in Hamburg and Liverpool. A range of European Networks - such as Marcel Hicter Foundation and IETM - are linked to each programme.

The academy will offer a number of types of courses:

- Year-long courses of 100-150 hours with 25 young project managers on each team

- Residential Summer School with European teachers for around 50 producers. Varying themes, e.g. international cultural collaboration.
- A European mentoring programme for around 50 artists and cultural managers
- Ticket to Future Festival - skill building for cultural managers, for 50 participants
- Intense weekend courses and short term courses for around 100 participants

Starting in 2014, a number of new formal cultural education programmes will be launched:

- A Master's programme at the Royal Academy of Music in Aarhus (with Aarhus University, Architect Schools and others) in cultural production
- A new European (post grad) programme at the Kaospilots for European students
- A new European Cultural Planning diploma, with input from Universities in Aarhus, Gothenburg, Leeds and others
- Instant Theatre Production Festival: A playground for regional theatres, facilitating informal meetings between the theatres and other regional cultural institutions with the aim of promoting alternative forms of collaborative creation.
- The Aarhus Literature Centre offers a new, international tertiary course in Performance Writing. The course focuses on the interdisciplinary production of literature in the cross field of sound, literature, music, visual arts, installation art, performance and digital media.

**VIA University College** Furthermore, **AARHUS 2017** and VIA University College have developed a long-term strategy. In the coming five years, all 17,000 students and 2,100 teachers will encounter the rethink dogma, which is the basis for six main programmes, which will engage many of VIA's sixty European partners.

- VIA ENTRE is a new bachelor's degree in Cultural Entrepreneurship
- VIA TERRA will be a recurring themed festival project, each focussing on a specific material, such as earth, glass, textiles and wood, all with the prefix “intelligent” such as the project “intelligent textiles in 2010.
- VIA NOUVA is an interdisciplinary and international development project on important social matters structured as a camp.
- VIA FILI deals with children's culture in the public realm, organised by students of education.



- VIA EUROPA is a European series of open and motivating lectures and workshops with guests from VIA's network of some sixty European, universities and colleges.

**Cultural Institutions of Tomorrow** is a radical transformation of 10-12 cultural institutions, who are ready to commit to a three year development programme. The project aims to develop models for cultural institutions for 2025. Participating institutions will include local museums, theatres, community centers, galleries, and sports halls.

The project will be a laboratory working with the long-term training programme, job exchanges, user and non-user workshops, design programmes, competitions and new media literacy. The fully transformed spaces will be open for a minimum of three months in the autumn of 2017. The project has a strong European dimension: EuroCities is an active partner in the project, and eight cities will participate through seminars and design programmes.

## FOCUS: REGIONAL CREATIVE INDUSTRIES

### Creative Partnerships

Our comprehensive analysis of the creative sector in Aarhus and the region provides the basis of a pilot programme that ran in 2010 and 2011. This project brought together creative sector representatives, municipal administrators, regional authorities and national agencies and has been the frame of reference in developing our Creative Partnerships programme.

During June 2012, we expect the formal approval of our Creative Partnerships programme for 2013-17. This is the first comprehensive attempt to strengthen the creative sector in Denmark. The project supports the visions underlying the Creative Europe proposal. Activities in the programme are organized by cross-sector creative partnerships. A focus on business supports the employment potential within the field. Collaborations are trans-sectorial and engaging businesses, knowledge and cultural institutions. Furthermore, the partnerships enhance intercity, interregional and international dialogue.

Creative Partnerships is carried out within the regional development strategy and a portion of the projects are tailored 2017, where innovative approaches are emphasized. These are described in the projects section.

Creative Partnerships is a joint project of Region Central Denmark, several Danish city councils, VIA University College, Aarhus University, the Confederation of Danish Industry, the Danish Chamber of Commerce, Danish Agriculture & Food Council, the Hotel, Restaurant and Tourism Association, the Danish Construction Association, the Consultancy NyX, LYNfabrikken, The Regional Development Centre, the innovation network Livsstil, Shareplay, Aarhus School of Architecture and Re-Act, among others.

### Creative Micro Platforms

LYNfabrikken (the lightning factory) is a private, creative micro-hub in Aarhus for young creative businesses; it has a number of European partnerships, two galleries and a project platform for young creative professionals.

LYNfabrikken's concept and accumulated experience is the foundation for a series of pilot projects for creative businesses in the regions of Randers, Horsens, Viborg, Silkeborg and Syddjurs. Main goals are the development of local platforms for young creative entrepreneur and the strengthening of the creative profile of the region. The platforms will house development programs as well as ECoC related projects and international collaborations.

### Districts of Creativity

In 2010 the Central Denmark Region joined the exclusive **Districts of Creativity** network comprising 14 of the most active and creative regions: Flanders, Baden-Württemberg, Scotland, Catalonia, Rhône-Alpes, Lombardi, Nord-Pas de Calais, Tampere, Oklahoma, Shanghai, Karnataka, Rio de Janeiro, Qingdao.. The DC Network is cardinal to the regional internationalization efforts. In May 2012 a delegation from several DC Network regions visited Aarhus and further exchange of young creative businesses is planned for the coming years. Aarhus and Central Denmark are planning to host the World Creativity Forum in 2017. See p. XX

### Business and Culture Platform

We are working to create ties between the cultural and commercial sectors as an open platform. One element of our activities for candidacy is the creation of arts and business networks. Cultural/commercial cross sector exchange has huge potential for growth and development within and beyond the sectors.

The boundaries between creative industries and traditional business are blurring: industrial production companies using creative

thinking and creative businesses see massive growth under the influence of commercial business practices. At the same time, the cultural sector can benefit from business practices such as management, project development, marketing etc. This platform was initiated by **Aarhus Business Network**.

Specific activities included in the project are a **Knowledge Bank** and a **Board Bank** inspired by similar platforms under Arts & Business in the UK. The two resource hubs consist of key individuals from the cultural and business sectors, who wish to contribute to cultural sector development. Specific consultancy and support can be offered as well. Relevant topics are diversity in cultural institutions, good governance, strategic management, marketing and media, and European and international relations.

## FOCUS: ARCHITECTURE AND URBANITY EDUCATION

We need new models of urban development and we need to collaborate with and learn from other European cities. New and engaging communication methods in the public space are essential. The way we manage public space is crucial to the development of our cities.

Urban spaces create the dynamic of a city and show the level of openness, diversity and integration. **AARHUS 2017** sets out to rethink public spaces as a physical, digital and democratic experience-escape, integrating, merging or colliding these levels.

**The City Back to the Citizens** is an ambitious plan of action developed by **AARHUS 2017** and the department of urban architecture. Urban activities in the years to come include arts, temporary projects, mobile infrastructure and experiments. Furthermore, a number of urban places will be designated for permanent renewal.

**Studio Rethink Aarhus/Europe 2011-17** covers a long term effort by the Aarhus School of Architecture. In 2011 and 2012, more than 500 students of architecture investigated every conceivable aspect of urban life such as mapping of properties and practices in 60 plazas, parks, boulevards and green spaces. Thousands of hours have provided a rich catalogue of urban qualities and a wealth of tangible concepts to be presented during the Aarhus Festival in September 2012.

The concept will be repeated in 2016-17, this time with a clear European dimension at the centre of attention for all students and



teachers. Six years of thorough analysis of the city and the region will conclude in 2017, as exhibitions, conferences and urban activities are presented to the public. Studio **RETHINK** Aarhus/Europe engages students and teachers, academies and architecture practices from all of Europe.

In 2013 the Aarhus School of Architecture will present a new education programme on democratizing public spaces.

**DemocraCity** gathers the city's underground of formal and informal organizations working with temporary installations. The project engaged Roskilde Festival and international organizations like Raumlabor from Berlin.

A partnership between fourteen cities in the **Nordic City Network** to rethink the notion of cities has fed into the large scale project **The European City**. The project originated in a 2010 conference in Aarhus and started out as pilot project in Nordic cities. From 2014, cities in Central Europe, Northern Europe and the U.K. will be incorporated. A joint European demonstration project of specific exhibition and installation elements in the cities involved. Elements from all participating cities will constitute an exhibition in Aarhus in 2017. With the City of Malmo as leading partner, 14 cities are included in the project. Gehl Architects are facilitating the process.

**Urban Laboratory** involves urban development projects in Herning, Holstebro, Horsens, Randers, Silkeborg, Viborg and Aarhus. An urban lab for art, media and public spaces with the Aarhus School of Architecture and Bascon, a private consultancy.

**AND - Centre for Architecture, New Technology and Design** is a recently established platform for architecture, new technology and design. A programme from 2013 to 2017 will present the many urban development and renewal projects in the city through exhibitions and activities, supporting debate and a general insight into matters of urban planning.. The project will be a dynamic platform for artists, photographers, architects and citizens to engage in common activities.

## FOCUS: AUDIENCE DEVELOPMENT

One of our main goal is to increase public interest and engagement in art and culture. Our imperative is to rethink everything from communication and production methods to the entire relationship between the cultural sector and the society.. We will carry out a range of ground breaking projects aimed at reconnecting artists, cultural institutions and citizens. The projects demand that we bring in European resources and findings - especially with regard to the research and evaluation.

**Outreach - Inreach** There is an increasing need for cultural institutions to be active in the public domain and create more engaging art experiences. Through workshops, creative installations and participation based projects, citizens are to be activated and engaged not just entertained. **Randers Chamber Orchestra** is organizing a series of **Secret Concerts**, infiltrating work places, hospitals, nursery homes. **The Aarhus Symphony Orchestra** sends their smaller ensembles to residential areas. **The Comedy House** in Horsens plan spontaneous theatre throughout the city. Opera in the Middle wants to bring opera to small hamlets. The musical venue **Radar** is taking their existing project **REAL** a step further by engaging musicians of other ethnic background to take part in concerts in Gellerup.

**Meaning Making Experience.** This project develops digital communication for museums in the region, although the project might be expanded to a national level. MMEEx produce specific installations ranging from full museum concepts to smaller installations that engage and touch the audience. The projects **The Iron Coast of Jutland**, **Spøttrup Castle** and **The Wonder Box** will be presented prior to 2017. In 2017, MMEEx presents a series of themed exhibitions, giving the audience an active role in communicating our common heritage. A wider context for the project is thus notions of civil and social engagement, storytelling, museum design, knowledge sharing and communication.

As well as the MMEEx secretariat, active partners include the Regional Museum Development Council, the Animation Workshop, CAVI, Alexandra Institute, Kulturprinsen, TEKNE and Theatre Katapult.



**From citizen engagement to citizen control.** AARHUS 2017 is employing a series of radical initiatives for granting citizens power in cultural institutions.

■ **The User Engaging Museum by the East Jutland Museum** corresponds with a general 'participatory museum' trend. From 2013 to 2017 the project will develop novel exhibitions in the organization's museum through user engaging activities. Staff, artists and citizens develop ideas, participate in narrative workshops and citizen hosted urban walks.

■ **The annual Cultural Week** in Viborg plans to change the audience from cultural consumers to active participants. Carte Blanche, Kulturprinsen and The Animation Workshop, all from Viborg, are developing an more even participatory festival than usual. The project works with sensory theatre inspired by concepts from Holstebro Festival conceived by Odin Theatre.

■ **Camp Create** is a new project running under the **Smukfest**. For years the festival has been a platform for experiments and social networks. Camp Create will be a pre-festival event, engaging young representatives from partnering festivals in Europe in a hands-on ideation camp. The project will be a process of learning and test driving ideas conceived by the participants. Skilled and experienced staff members will facilitate with a focus on relevance, making the ideas applicable for practical use. Additionally, an ■ **Online Volunteer Bank** will be developed in the coming years. This will create the basis for a regional volunteer system where other festivals, community organisations and venues can participate. Will be offered to other festivals, community organisations, musical venues and others in the need of volunteers.

■ **Academy of Volunteering** in the Ringkøbing-Skjern Municipality will engage citizens in cultural heritage projects. They envisage a rethought notion of volunteers as idea generators and creative catalysts for institutions. Staff members and volunteers are being offered places in programmes as mentioned in the first focus area.

The ■ **Exploratorium** frames a range of specific issues or problems for the purpose of uncovering novel approaches, solutions or answers. A group of 35 students will work with one theme for an entire week, drawing attention to the issue at stake and inviting others in to take part in the process. Each project will be presented

to the general public - using physical and digital media - at the week's end. The project is an annual event, running from 2012 - 17.

### FOCUS: CREATIVE CHILDREN AND CREATIVE YOUTH

There is a strong will to host European children's culture. The vision of our region is to be a leader in hosting spaces for children's culture. This is based on Danish tradition of a holistic approach to children's' culture, lined with both Nordic and European networks. Two strategies define this programme: activities for and with children and the Nordic "approach" of communicating on the children's own terms.

**Centers of Competencies** Our region is home for a number of the country's leading institutions in the fields of children's and youth culture, including children's theatres, talent centers and children's libraries. Based on the regional network for children's culture, some 30 organizations are committed to developing a joint programme, starting in 2013 and culminating in 2017. A fundamental aspect of this will be competence development, which we believe is needed. The proposal to set up a ■ **European Centre for Children's Culture** is key to this. This network based centre will produce and present, research and provide inspiration in a European context. It will ensure the continued development of institutions as well as coordinate large scale projects. Well established organizations in four cities will be the key players in this ambitious plan: **Danish Talent Academy** in Holstebro, Kulturprinsen in Viborg, **The Creative School in Silkeborg** and the **fg** in Aarhus.

**Creative Education for Children** A prerequisite for being a creative city is a highly developed, accessible and motivating learning infrastructure for creative kids. Our mappings have pinpointed the opportunity to use professional arts and cultural institutions as leaning environments for children. We have a goal that by 2017 we will be able to offer a series of complete talent development programmes for children and young people 0 to 18 years old, within all art sectors **Holstebro Talent Academy; Aarhus Musikskole** etc. will play a key part in this.

■ **The European Cultural Children's Day Care** is a unique experimental pedagogic project, supported by **Silkeborg City Council**. Partners are Skanderborg, Viborg and Aarhus Municipalities. The intention is to explore and demonstrate how music, dance, creative media and other art forms can influence the first six years of

children's lives. The project will involve partners in Norway, Sweden, France and Italy via job swaps and mutual exchange of ideas.

■ **CAP:** Cultural Action Programme will develop artistic and cultural programmes for 0 to 18 year in the public sector: from day care institutions to the education sector. This project unfolds from 2013 to 2016 and involves the participation of artists, teachers, I.T.-professional and, architects. It also includes activities such as conferences and European artist-in-residency programmes. This programme will be integrated into Aarhus Council's many institutions.

■ **Dramaworks** is initiated by the children's theatre Filuren. Professional dramaturgists will produce a number works to be performed by a number of European children's and youth ensembles. Dramaworks builds on an existing European network. From 2014 to 2016, new commissioned manuscripts by European writers will be brought to life in a series of European theatre festivals and in 2017 all productions will be presented as part of ECoC2017.

The ■ **Lab for Children, Space and Architecture** will be set up as a ECoC programme, inviting children and young people to understand and participate in architecture and urban planning processes. The first of a series of conferences will be Children and Architecture, organized with the international association of architecture educators, Playce.

**Aarhus Film Workshop** plans to set up ■ **Merlin's Cave**, a talent development platform for young peoples. The project expands the current spectrum of talent programmes for film makers, putting the city in a key position in the field of talent development in the film and media industry. A training course for children between the age of 7 and 14 will inspire talented people and provide a professional platform for playful, realistic and imaginative films. A new generation of film and media artists will be presented in 2017. Partners include Aarhus School of Visual Arts, The Animation Workshop, Aarhus Centre for Children's Culture, Danish Talent Academy and Aarhus Film Workshop.



**Young Creative AARHUS 2017** has fostered six innovative educational programmes for 14 to 20 year olds and is challenging and rethinking the existing education system.

■ **The Creative and Cultural High School.** An impressive range of cultural sector representatives, public sector organizations and traditional cultural institutions, are behind this project which began during a workshop on youth and youth culture. The new creative tertiary education will attract young people from around the country and provide a much needed alternative to traditional high school education. The programme is designed for young people interested in a professional career in arts or culture. The school will be trans-organizational, with faculty members among arts institutions and artists associations.

■ **Youth Courses for Culture.** The extracurricular learning institutions for children and young people in Aarhus currently have a total enrollment of 13,000.. These schools are now uniting in an effort to find new programmes for talented young artists. The project will be developed between 2013 and 2016. In 2017 the institutions will present a dedicated platform for talent development.

■ **Young Thoughts** is a project from 16 high schools of the region. From 2013 onwards, more than 200 teachers and 10,000 students will embark on a comprehensive creative programme, investigating alternative models for urban and rural society. In 2013, courses in innovation will address the city of the future and the students will test new concepts and learning methods. In the following years, three programmes will unfold, aligning with the three main themes of **AARHUS 2017**. The results are on display in 2017 at an exhibition for all high schools in the region.

■ **Projecting the Future** is about developing innovative artistic projects, where high school students join artists and cultural institutions in developing projects and events. The tasks provide a platform of experience for the students, enhancing their abilities to rethink. As active participants, the students will obtain fresh perspectives on the arts.

The film production project ■ **Film to the Future** is a specific skill building programme for young people. The project aims to link to institutions, businesses and citizens in other European cities. The first version of the programme will be tested with partners in Lodz in Poland to ensure a viable international dimension. Main

partners include the City of Aarhus (Dep. of Employment), Filmby Aarhus, the Frontrunners, the European Film College and the Film School in Lodz.

■ **TransMedia. Filmby Aarhus** aspires to be a European hub for the new wave of transmedia production. In a collaborative effort involving Shareplay, The European Film College in Ebeltøft and The Animation Workshop in Viborg, a strong platform for young trans-media talents will be developed. From 2013, a new European full time course will start, an upstart production fund will open, and an annual seminar/festival for 200 Danish and European participants will support the efforts. In autumn 2017, an ambitious festival will be organised under the ■ **Up and Coming** series. Some 75 film and media schools in Europe will be invited to present selected works partners.



## RETHINK THE CITY

The **RETHINK** the City programme contains projects which take the city as their point of departure, but they also define the city from a broad cultural perspective. We define the city as both urban landscapes but also cultural landscapes. We are challenging the sharp definition of the industrial society which divides society into rural and urban, city and countryside, and if we are not careful, past and future. However, we have arrived at a point in time where the urban engulfs the whole of society and where everywhere is in fact urban, and on the other hand, where nature is in fact a necessary factor and condition for the whole society.

A number of projects based on routes, trails and pathways – re-link, re-model these cultural landscapes with mobile structures and programmes which invite us to explore and where we draw nature into the city.

We also define the city as the memory of the city, with histories which are layered but which are also visible and important to create as a sense of place and identity. Here, we make room for citizens and neighborhoods, heritage museums and new media applications together with artists, who take another look at the city and investigate, map, translate and tell the new stories about the city and new stories from parts of the city we have forgotten or have never visited. At the same time we tell the tale of this city's and this region's relationship with Europe over one thousand years.

The third aspect, is the city as the public space, where our social relationships and where we express ourselves physically, playfully and culturally. We define the public space as cultural places – far more than we are used to. Under the heading of the playful city, we challenge the city to make place for the body and for movement, for spontaneous use and imaginative use and to accept contemporary artists and their constant urges to show us new ways to appreciate the city and to use the city.

We also look at the city with a perspective of the future, and focus on the notion of the livable city. The home and the very local are in focus with several projects where designers and architects present livable solutions for new neighborhoods – Likewise, we will look at both villages, areas of summer houses and newly constructed residential areas to test models on a 1:1 scale and where future living is the theme.

Our overall grip is that almost activities and projects are integrated in to the urban and the rural fabric and they invite us to meet these programmes in the public domain itself, thus actively engaged in the city. By doing this, we are also adding our voice, our bodies and our stories in the public domain. The projects are mainly free of charge and hopefully appeal to many different communities and in themselves they stimulate more activity and engage thus open up for a higher level of engagement in our city, and thus stimulate the potential where citizens may have more to say about their city

There are six focus areas in the programme with a total of 24 projects:

- Focus: Memory of the City
- Focus: The Open and Dynamic City
- Focus: Cultural Landscapes
- Focus: Mobile Spaces for Art and Culture
- Focus: Rethinking Peripheries
- Focus: The Playful City

### FOCUS: MEMORY OF THE CITY

**AARHUS 2017** focuses on retelling the history of the city, giving space for memories and finding new ways to engage with cultural heritage. The year starts with a series of 12 special exhibitions framing our region's links with the rest of Europe over the last thousand years.

■ **Jutland & Europe** Twelve ambitious cultural heritage exhibitions in the spring of 2017 will explore routes, traces and connections between Jutland, Europe and the world over the last millennium. The stories are told as journeys of exploration, trade, learning and migration about the exchanges of goods, language, culture, knowledge and values. The constant flow of interaction within Europe is highlighted, and our European identity is rediscovered.

■ **European Vikings** A block buster exhibition in the extended **Moesgård Museum**, developed over three years of research, with new digital, retraces the Vikings who linked Jutland to Europe and the world beyond. Starting in a contemporary setting and taking us back in time via personal travelogues from historic trade routes in Scandinavia, Europe and the Gulf, this exhibition is about meeting other cultures and about what was taken from other parts of Europe.

■ **Image Storm** Three highly focused exhibitions underline the influence of iconoclasm on European identity. A journey of images, symbols, taboos and censorship, the exhibitions take us from medieval pictorial rhetoric over female representation to the debates of the so called “Cartoon Crises” in 2006. Renaissance painters and renowned contemporary artists such as Lucas Cranach, Andrea Serranos and Sarah Lucaz will participate. The occasion is the 500 years anniversary of the Reformation in 2017. The exhibitions will be developed with the Protestant Churches in Germany and Denmark, initiated by **The Museum for Religious Art** in Lemvig with the **Skovgård Museum** in Viborg and the **Women's Museum** in Aarhus.

Journeys of discovery is the topic for ■ **Vitus Bering** and the Wondrous World. Vitus Bering was born in 1681 and became one of the leading discoverers of his time. Countless explorations to Russia and hazardous travels through the Pacific Ocean opened a whole new range of connections that greatly influenced 18th century trade in Europe. The Exhibition - at **Horsens Museum** - also links the theme to the modern explorer: the tourist!

■ **The Manor House - A Gateway to Europe** - and an 18th century centre for European trends and travels. Manor houses were showcases for European languages, culture, ideas, craft, architecture and music in Jutland and this led to renewal of Danish culture with objects and customs, which are today regarded as key aspect of our national identity. **Gammel Estrup** the Manor Museum is the organizer.

In collaboration with ten European museums and universities, we shift perspectives in ■ **From Local Museum to Global Museum**. How did Europe come to Eastern Jutland and vice versa? The **East Jutland Museum** presents this triple exhibition in three different cities and with three different themes: From Stavnsager to Constantinople, From Cyprus to East Jutland, and From Siam to Thailand.

A considerable exchange of goods, traditions and values took place between towns in Denmark and cities in Germany, England and the Netherlands. ■ **The Danish Market Town – A City in Europe** in **The Old Town in Aarhus** traces Christmas, tobacco, the stewing pot, the potato and even myths and legends back to their European roots, thus confronting the notion of Danishness in a European context.



Agriculture is central to our national identity - both here and abroad. Following the major companies of Arla and Danish Crown and the voyages of Danish butter, bacon and milk in the years of the 50s to 80's, The **Danish Agricultural Museum** discovers the impact of agriculture on the Danish narrative - in Europe and in our own minds!

During the second half of the 19th century, our towns were transformed by industrialization. The result was more goods and increased wealth and mobility. **■Made in Europe** describes the journey of Danish products and companies to countries like Poland, Bohemia and Portugal. At the same time, the project traces the return journey of the same products to the supermarkets of modern Denmark.

**■Where do we come from?** In private homes and flats, musical events and receptions, **Gellerup Museum** and Gellerup Library tell the story of the Emigrant workers of the 1960s. 14% of the city's residents are descendants of immigrants, which add layers to the city's identity. Collecting pictures, memorabilia from the first guest workers from Turkey is in process. In the coming years, the story of immigrants from Somalia, Lebanon, Vietnam, Greenland and Eastern Europe will be added. How have they changed the city?

**The Festival of the Century** This newly launched historical festival aims to culminate in 2017. In March 2012, more than 30,000 visited the first edition - "Discoveries, Mobs and Powdered Wigs", which brought the 18th century to life in public squares and historical buildings. Employing digital apps, wall projections and 3D technology, the festival merges knowledge, art and culture for minds, hearts and bodies.

2014 will take us to the 19th century, while the 20th century is re-discovered in both the 2016 edition and in the spring of 2017. In the autumn of the cultural year, we will offer a future scenario of both utopian and dystopian flavor. The festival is cardinal to the reconstructed history, identity and memory of Aarhus. **Folkeuniversitet** (Open University) will lead some 150 organizations who are involved in the project.

**Re-Member Aarhus.** The **Old Town** will turn, twist and test our collective memory in **■Made in Aarhus**. A new permanent exhibition of the city's history is planned; important ingredients will be a number of important historic events and phenomena that will integrate citizen's contributions such as photos.

Another initiative by The Old Town is **■Rock in Aarhus**. In the 1980s the local rock music scene blossomed and became an important factor for the identity of city. Matching memories of the past with modern tracking and network technology, the golden age of Aarhus is brought to life and underscored as a milestone in the city's history.

Another element is provided by the two underground **■Aarhus Experiences** in the new 20th century quarter of The Old Town adds to the story with the staging of objects, sounds, smells, images and movement.

A fourth project by The Old Town is **■Aarhus on Location**, working with urban space in the city, using live acts, info screens and mobile apps. Creating a city wide storyboard based on the history of streets, parks, backyards and neighborhoods. Citizens are invited to contribute with both visual and audio content.

**■2017 Aarhus Citizens.** The memories and life experiences of the city's senior citizens will be recorded. A process of collecting letters, memories, films, songs, clothes, books and photos will reconstruct and present everyday life in gardens, parks, streets, quarters and buildings. In 2017 the project will deliver an exhibition based on this authentic material but processed and presented by the young generation. Partners are **Aarhus City Archive** and The **Dane Age Association**.

Through the collection and processing of film, stories, and sound clips from literally a thousand citizens, **■ReMix** will find new historical patterns in the city. Film makers, writers, poets and composers are invited to interpret the memories. Notable participants could include the director Niels Malmros and the writers Peter Laugesen and Svend Åge Madsen, all of whom have investigated the spirit and DNA of our city in a critical but loving manner.



## FOCUS: THE OPEN AND DYNAMIC CITY

**Love City.** The artist collective Bureau Detours and their radical platform for urban and cultural activities, **The Institute for (X)**, is an open laboratory of architectural and participatory experimentation. Budgets are small, but projects turn out to be spectacular. Individuals and small startups work with soft and temporary spatial projects. **AARHUS 2017** and Bureau Detours will commit to a project of invading a new neighborhood every year from 2014. We call it Love City. In 2017 **Bureau Detours** will engage their European partners in a large scale project on **■Utopia and dystopia**

**Mejlgade Lab+** The collaborative initiative Mejlgade Lab+ harnesses the energy in a key downtown neighborhood, built on the many small creative companies, art colleges, schools and startups. Mejlgade has the largest density of creative academies, schools and underground platforms in the region and probably even in the country.

More than 1,000 young people are studying in Mejlgade, which also boasts four youth centers and some 50 creative businesses. The notion of the street is the key and Mejlgade will lift itself into the future with this urban laboratory, where user driven initiatives and activities will release the full potential of this unique place. Partners include fifteen local stakeholders, such as **The Frontrunners**, **TEKO** (VIA University College), the **Kaospilots** and the real estate investor **Sinding & Co**. Their ambition is to become the most creative street in Europe, and the project links to creative environments in London (The Chocolate Factory), Marseille (La Friche), Dublin and Birmingham to offer street based exchange programmes.

**Metropolis.** The primary event for performance in the urban spaces in 2017 will be the festival Metropolis. This marks the culmination of years of development of Metropolis, the only Nordic biennale for art and performance in the urban space.

Working with 19 European festivals and urban projects in the **In Situ** network, a series of site-specific projects will happen in Aarhus and other regional cities. The project is supported by the EU cultural programme of 2012-16 and main partner, Lieux Publics, Marseille. The project aims to explore public space art practice. Bureau Detours from Aarhus have been involved since 2011, building on from the 2013 and 2015 editions held in Copenhagen; this will feed into **AARHUS 2017**.

European artists and architects involved include Rimini Protocol from Berlin, Pierre Sauvagent from Marseille, Lotte van der Berg from Antwerpen and ZimmerFrei from Bologna.

**The Scenographic City.** Teater **Refleksion** will create social and cultural spaces for all citizens with The Scenographic City, an artistic and transformative setting that will spark new forms of behavior and interaction. Using theatrical concepts, lighting, sound and projection, teams of architects, scenographers and artists will produce hybrid installations of landscaped animation. Lasting for 3-6 months, the installations will emerge in the city, creating illusionary and imaginative settings that stimulate a sense of play and participation. Pilot projects in other regional cities will be developed from 2014.

**Waterlight – Watersound.** Sound and lighting designers from Denmark and other European countries come together in this project. Fluid urban environments and media based installations will trigger organic urban landscapes in the otherwise cubistic architectural context of the new harbour city. Forgotten voices, memories and soundscapes of Aarhus and other port cities will accompany the development of the area. Partners are: Copenhagen International Theatre (KIT), CAVI and Digital Urban Living (both Aarhus University), Danish Sound and Light Association, LUCI Lighting, Urban Community International and a group of sound and light biennales, including the Maastricht Biennale and the Lyon Biennale.

**Transformations.** Covers a series of projects turning streets into theatres in both planned and spontaneous stagings. Each year, the **Aarhus Festival** will produce radical interventions in the urban landscape and create inspiring and even provoking new uses of the city. Projects like “The Forest” in 2012 have introduced a refreshing approach to city spaces, attracted a wide public and inspired others to join the game. **AARHUS 2017** plans to collaborate with the Aarhus Festival in making new and even more ambitious installations in the coming years.

Another example is **■Occupy P Street** by the **Horsens Art School** a guerilla style “overnight” interventions in pedestrian streets in seven regional cities. Another Horsens project is **■Soul Street** Søndergade where plans are to transform the widest pedestrian street in Denmark and turn alleys, back yards, stores and residences into a maze of installation and performances.

**Night of Culture Rethought** Night of Culture is an annually recurring event with a strong following. With more than 100 participants from the business, education, civic and arts sectors, the Night of Culture is a substantial event, built on creative collaborations.

**AARHUS 2017** and the Night of Culture collaborated for the first time on the 2011 Night of Culture. The 2011 theme was **RETHINK**, and in 2012 it will be the City in a City. 2013 onward will see 4-6 **■Miniature Nights of Culture**, where the creative environments and partners from European networks, regions, cultural institutions and former/future ECoCs are involved either directly or as satellites in their own cities.

We envisage further development of European networks, new standards for collaboration and profiling the city as a place, where we can turn things upside down. Night of Culture is a place where citizens become entwined in the DNA of culture, where they rediscover Aarhus and where the world realises what is going on in our city.





Prammen, Smukfest



Metropolis



Tracing Lights by Tine Bech



Metropolis



Metropolis



Windsail by Jes Vagnby



Bureau Detours

**Future Living.** The Danish architecture and design tradition has always focused on quality of living and the home. New demands and restrictions on materials, energy consumption and social inclusion demand new responses to housing.

Eight exemplary residential projects in the region will offer new perspectives on future habitats, combining aspects of aesthetics, ethics, design, technology and energy.

In 2017, these eight projects will be built (some in part) and open to the public. Housing units in each project will be visitor centres and exhibition spaces and the Centre for Architecture, New Technology and Design will produce a parallel main exhibition with content from a wide range of European architects and cities.

Conferences and workshops will engage students from Aarhus School of Architecture and students from the European Network of Schools of Architecture. As well as local presentations, a number of European exhibitions and design projects will also focus on the theme.

In the next 15 years, the population of Aarhus is expected to grow by 75,000. **AARHUS 2017** will focus on five small scale new towns: ■**Elev**, with a new sustainable town of 10-15,000 inhabitants. Sustainability, social interaction and a strong sense of community are key words for this project. In ■**Lisbjerg**, 25,000 people will live and work in a diverse blend of business, many types of housing and a strong recreational spots of nature and play. Longer term projects include new communities in ■**Malling**, ■**Årslev** and ■**Harlev**. Visitors programmes will be organized.

In Skanderborg, the new neighborhood ■**Anebjerg** has health, sustainability and green environment as key parameters, with sustainable construction, forestation and facilities for physical exercise, built on a continual involvement and knowledge sharing process. In the magnificent landscape of ■**Munkdrup**, a new sustainable quarter will be built with the aim to produce more natural resources than is consumed. Finally, the project ■**Ringkøbing K** will demonstrate how a future proof and sustainable urban development strategy could attract new residents in the "outskirts of Denmark".



## FOCUS: CULTURAL LANDSCAPES

**Routes and Traces** Routes, traces and paths are central concepts in our project. We will work with mental, physical, cultural, literary, virtual, artistic and historic routes to unfold stories and narratives and thus reconnect the city and the region.

The routes will be developed with local stories and inspiration. Businesses, cultural institutions, tourist agencies, artists, villages, farms and individuals are invited to join. We have already defined a system of 17 routes, which connect more than 100 specific sites. An example is The North Sea Cycle Route, Hærvejen a number of former railroad lines, adding up to more than 720 kilometers. The projects will include different groups: Children, young people, the elderly, families and tourists.

A core project, **■Imaginescape**, will be based on an exploratory walks from 2013. Artists, historians, photographers, nature guides and local experts will walk along preplanned routes to find possible foci and themes. Landscape residencies! This extensive re-mapping constitutes a work of art in itself and will be presented in 2015 and by 2017, each route will have its own concept and story. Galleries and local museums will be main partners and local / European artists / landscape artists, writers will lead the project. A few examples:

**■Hærvejsløbet. The longest sports arena in the world** For hundreds of years, Hærvejen (The Army Road) on the ridge of Jutland has been the main north-south route for national and European trade and travel in Denmark. The traditional annual march will take place for the 44th time in 2012 with some 6,000 hikers, bikers and runners from 20 countries. In 2017 some 15, 000 people are expected to join the event, offering local historical events along the route for participants. Partners include The Danish Sports and Gymnastics Association, Hærvejsmarchen, Viborg Municipality, Central Denmark Tourist Association, youth organizations in Southern Schleswig and sports organizations in Northern Germany.

**■The Cultural Circle Route** rethinks outdoor events by combining cultural experiences, physical exercise and engaging local natural and cultural heritage. The route enable invite families to take part in running, cycling, kayaking and sailing in a linked system of 300 kilometers of cycle routes and pathways in Aarhus and the surrounding area.

Another route-based initiative is **■Living Traces of Cultural Heritage**. Four cultural heritage museums and four nature schools in East Jutland invite citizens to share their individual stories. These will be combined and connected and made accessible to others via barcodes places along the routes. The project will illustrate how human habits and habitats from the Stone Age to modern times have influenced the landscape and nature.

**Hidden Places** The project has already been developed and launched as an **AARHUS 2017** initiative. After two years, more than 500 citizens have contributed with images and texts for the project's Facebook-page which has more than 3,000 contributors. The project involves exploring the unknown passages, back yards and left over spaces of the city, and will be further elaborated as a citizen driven investigation of urban secrets and reinterpretation of the city's mental state.

A programme of tourist guides, maps and photos will be added. In 2017, back alleys, paths, balconies and roofs will be occupied as sites for art interventions, for soundscapes and performances, releasing the voice of the city in the inner city, suburbs and also in new neighborhoods. With the Museum of Natural History, the project discovers hidden green places in the city. A series of micro oases will be created in the project **■Rethink Urban Habitats**.

**Aerial Archeology. A Bird's Perspective on History.** New photographic techniques uncover traces of historical activity in the landscape. The research project is organized by Holstebro Museum and Arceo Landscapes Europe, and will culminate in 2017. Aerial photos can show us hundreds of unknown traces from the activities of our ancestors - forgotten villages, graves, fields, fortifications, roads and second world war defenses reappear and enrich our interpretation of both past and present interaction with the landscape. The cultural history of the landscape is rewritten.

## ROUTES AND TRACES IN THE LANDSCAPE

Routes and traces are core concepts in our 2017 project. We explore mental, physical, cultural, literary, virtual, artistic and historical routes through the landscape. Throughout history human culture has developed within the boundaries of the natural landscape. Thus, specific cultural traits reflect geographical and climatic fabric of each area. The routes in our programme pass these traces of old as well as new human and societal interaction with the landscape, and our maps will point out the most evident examples. Roads, paths and traces constitute the nervous system of Central Denmark. And in this system, our route-based cultural activities and projects have grown.

### Roads to Europe

The European long distance hiking route E1 connects Northern Sweden with Italy via Grenå on the east coast of Jutland. In Central Denmark the path accompanies The Mols Path, parts of the Bryrup

Rail Road and The Old Army Road.

The Old Army Road is an ancient route of several longitudinal roads running along the ridge of Jutland and separating the heath landscape in West and the highlands in East.

The Herding Route is a system of historical roads and modern paths in West and South Jutland. These were once the main access to the markets in Lübeck, Hamburg and the Netherlands. Today, the route is mainly for hiking and cycling.

The North Sea Cycle Route is a bicycle route along the North Sea coasts in Scotland, England, Netherlands, Germany, Denmark, Sweden and Norway.

### Regional Routes

The Coastal Route is a non-signposted bicycle route from the Aarhus Bay to Horsens Fjord.

The fjord route at Limfjorden is a Danish equivalent of Route de Vin in France, Weinstrasse in Germany or the Whisky Trail in Scotland. However, this route does not present liquor, but instead herbs for the Danish snaps.

The Castle Route visits some of the many medieval and renaissance castles on the Djursland peninsula.

Rail Roads. On the Gjerrild Railroad, the Ryomgård/Allingåbro Railroad and the Bryrup Rail Road, recreational routes have replaced the former railroads. Along the Bryrup Rail Road, apple trees reveal the eating habits of hikers.

The Moor Route takes bikers over heath plains and through forests, passing illustrations of the heritage of the heath, the cultivation and the industrialised revolution. No signposts.

The Canoe Route. The two largest rivers in Denmark begin in a valley in the Jutland Ridge district, only a few hundred meters apart. The River Gudenå runs through the highlands in the east. And Skjern River runs through the heath in the east.

The Draw Route follows the up-stream route of the canal boat pullers, from Randers to Silkeborg. The path is very primitive, just like when it was in use.

Pilot Route. When the harbour pilots returned from a job on Randers Fjord, they had to walk back. This path has been reestablished, and hikers can now walk from Randers to Voer Færgested.





Jens Søndergaards Museum



LYS Landscapes and Voices, Elle-Mie Ejdrup



LYS Landscapes and Voices, Elle-Mie Ejdrup



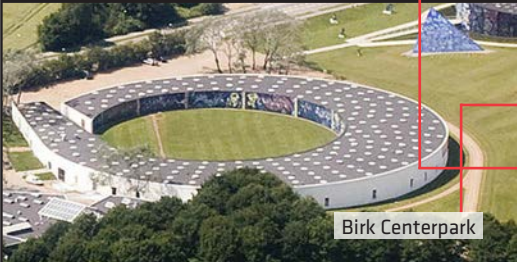
Fornæs Lighthouse



Kongenshus Memorial Park



Vedersø Dunes



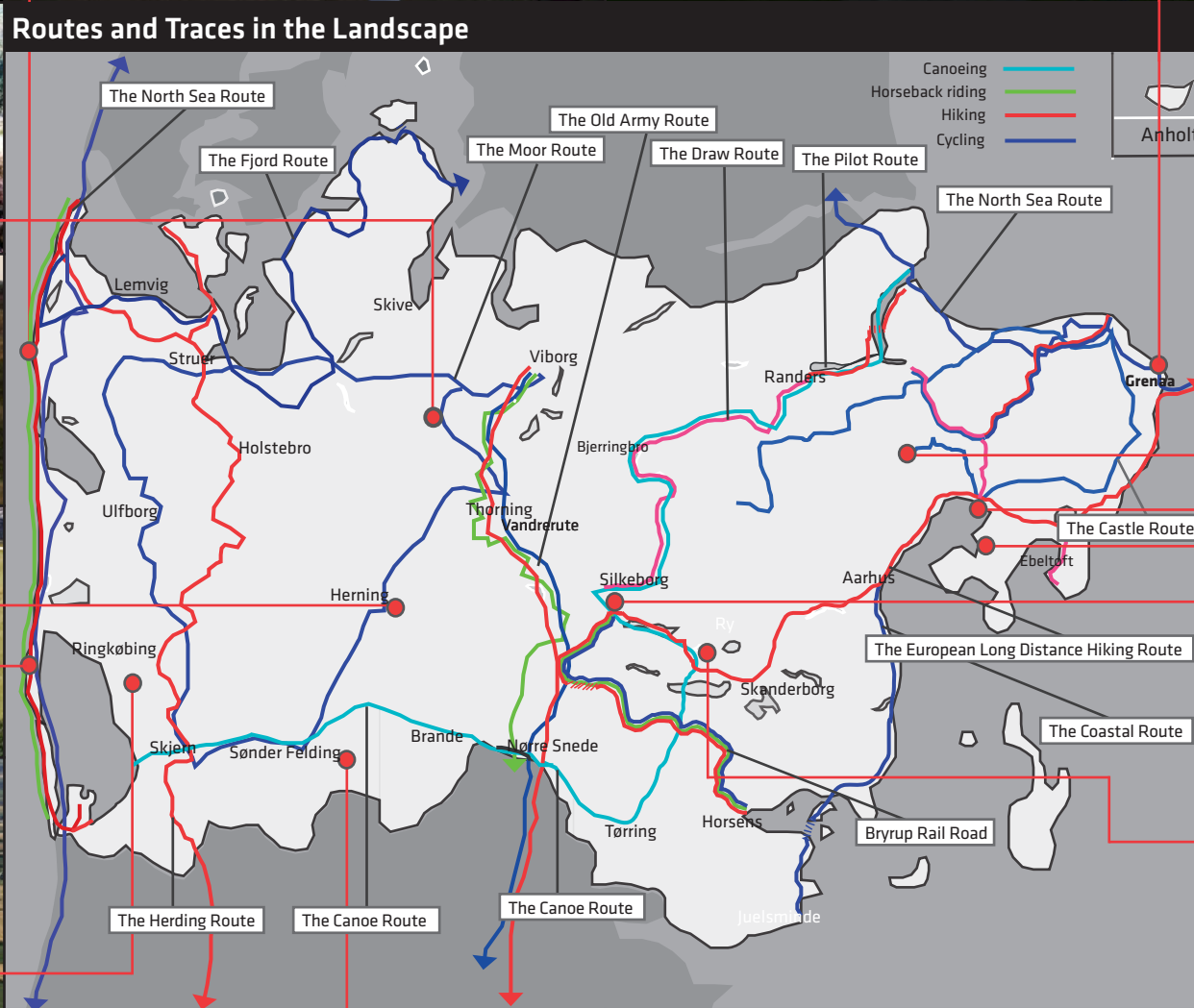
Birk Centerpark



Lem Kær Wind Farm



The Forest Adder Project



Rosenholm Castle



Kalø Castle Ruins



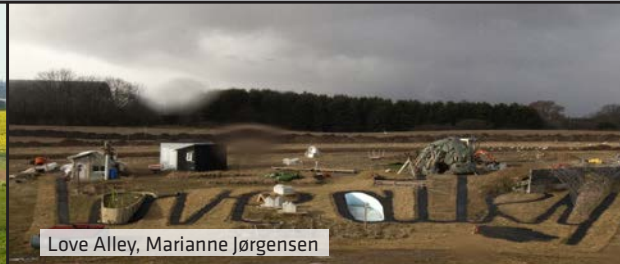
Poskær Barrow



Art Centre Silkeborg Bad



Camping Women, Marit Benthe Norheim



Love Alley, Marianne Jørgensen



Øm Convent

## FOCUS: MOBILE SPACES FOR ART AND CULTURE

In an urban, regional and European context, a series of mobile projects will link the **ECOC 2017** to places far away from cultural institutions, e.g. suburban residential quarters and isolated farms.

**Eurocontainer** is one of our most adventurous projects, based on Aarhus as a major European shipping container port. It will literally connect Aarhus with Europe utilizing a thirty foot shipping container as a micro gallery. In 2015, the project will launch a constant flow of containers moving around Europe, with routes curated by art institutions in the partner cities - the 18 port cities in Europe which have regular freight routes with Aarhus.

At this point, 18 institutions have committed to the project. Each container is a mobile space that can be adapted or reconfigured before each journey. Containers will meet and intersect in ports regularly where works may be added to, commented or just engaged with. By May 2017 they will return to Aarhus in the format of a remarkable container city in the docklands. See map p

**The Aarhus 2017 Mobile Cultural Institution.** Our 12 x 4 meter glass container has become a symbol of the 2017 project. It has been an exhibition platform, a visitor centre, a meeting facility and a debating space. We will build a series of pavilions that can work together and individually. The pavilions will be transparent centres for open debate and local dialogue in the public space. With mappings projects, workshops, and presentations, they will be positioned next to large scale city projects such as Gellerup regeneration. Partners include AND and Folkeuniversitet (Open University).

**The European Lab.** A series of mobile labs based on current and previous Capitals of Culture will be set up for periods of four weeks in each city from 2013-2017 looking to engage local community initiatives which might inspire other cities. A search for sustainable futures. Selected initiatives will be invited to Aarhus in 2017. Partners include European Capitals of Culture, Kaospilots and Soul for Europe.

**Art Busses and Cultural Convoys.** A series of former library busses will be refitted to cultural busses. Regional museums, libraries and cultural institutions will run the programmes. Busses presenting architecture/design, film, media and electronic music are currently in the making and an art bus managed by the Carl Henning Pedersen Museum will soon be on the road.

**Take Away Art Museum** is a small, mobile art museum engaging in rural development projects. This moving museum will be an art work in its own right. The leading partner is Hygum Art Museum, which is already engaged in a series of rural cultural projects. The contemporary micro museum **■Gallery ET4U** produces annual banner exhibitions and other interventions in East Jutland and is another pioneer art institution "on the edge" and will also activate villages and villagers and facilitate international artists.

**Open Sea Museum** will be a floating maritime museum based in Ebeltoft, with a series of floating and sailing ships, currently under the management of the National Museum. As well as the **Fregate Jylland**, five other unique and restored vessels (1895 to 1907) will take part, visiting harbour cities in Denmark and abroad, providing a unique and completely authentic maritime heritage. The establishment of this kind of museum is unique and is expected to attract international attention to Ebeltoft.

## EUROPEAN SEA ROUTES

The two projects "Vikings in Europe" and "The European Container Project" highlights the historical and contemporary maritime identity of Aarhus and 1200 years of European connections.

### Vikings in Europe

The early viking age (around 800 AD) marks the beginning of European relations for Denmark. Today, the vikings have a reputation for plundering and colonization in large parts of Europe. But the reality was a much more nuanced political and cultural interplay, dominated by intercultural trade activities.

Aarhus (At the time: Aros) is the second oldest city in Denmark. The hinterland brought goods to the river port of Aarhus to trade with local merchants or to ship the goods abroad. The bay of Aarhus was a battle ground for the viking kings, and local battle ships have most likely been used in England (Danelagen), Normandy, Norway and the Balkans. The exhibition will re-explore the historical trade routes - among other themes - shown on the map.

### The European Container Project ■Eurocontainer

The port of Aarhus predominantly handles shipping containers. The port links directly to ports in Iceland, Faroe Islands, Norway, Sweden, Finland, Russia, England, Scotland, Germany, Netherlands, Belgium, Spain, Portugal, Egypt and Singapore. Here, the cargo is reloaded to other destinations.

The European Container Project \*Eurocontainer will utilize the mobility of the shipping container and transport exhibition spaces to those port cities with links to Aarhus.





Solkorset Artist Group



Mærsk, Port of Aarhus



Unifeeder, Port of Aarhus



Solkorset Artist Group



Kønsspektakler, The Women's Museum



Bureau Detours



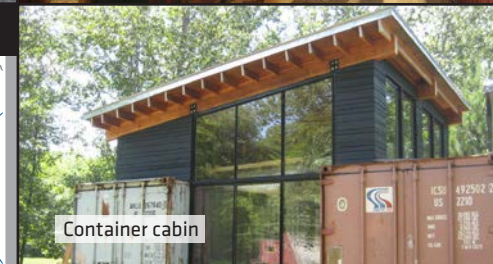
Solkorset Artist Group



Viking moot



Viking moot



Container cabin



Solkorset Artist Group



Port of Aarhus



Viking moot



Moesgård Museum



Moesgård Museum



Viking moot





Camping women by Marit Benthe Norheim



Love Alley by Marianne Jørgensen

## FOCUS: RETHINKING THE PERIPHERY

In recent years, villages, rural districts and regional peripheries have been increasingly in focus, both in Denmark and elsewhere in Europe. The downside of increased mobility and urban growth in depopulation in villages. Villages are forced to develop new identities and formats for survival – “the new rural paradigm”, it has been coined. **RETHINKING** the Periphery addresses this agenda and explores new lifestyles, forms of tourism and local cultural activities.

**Rethink the Village** addresses a central issue in our region and in many regions in Europe. The dating site [www.villagedating.com](http://www.villagedating.com) will facilitate discussion and create links between European villages. Furthermore, the future relevance of villages will be the agenda for an academic conference in 2017. We will support a series of visits between villages, and invite European villages to a celebratory event and “future village” conference.

In parallel, we will support a series of development projects and long term residencies in around 12-15 selected villages involving artists / designers / activists who will work in and with local citizens to revitalize or re configure villages.

Results and findings will be presented in these villages in 2017 in the three months public programme Future Village. International partners will include regions like Western Norway, Scotland, Västergötland, Turku, East Angles, Friesland, Iceland and villages in the Baltic countries.

■ **Teen Town** is another example - a youth project, developed and run by young people. The village Ulfborg is to be transformed to a Teen Town as one of two national initiatives aiming to retain young capable people in rural areas. From 2013 to 2017 they will create informal meeting places in a small town threatened by depopulation. Plug and Play and BaNanaPark in Copenhagen are among references and inspiration.

Another example is ■ **Art in Motion**, where four selected artists will collaborate with communities in 18 villages to create social art installations connecting the international and the local in past, present and future context. The project has already been launched and will be developed in the coming years.

**Rethink the Summer House.** Along the West Coast of Jutland, some 20, 000 summer houses and holiday homes are temporary homes for more than a million tourists each year. In this mundane setting, Jutland meets Europe. Some houses are mass produced, ordinary and anonymous. Summer houses portray generations of cultural and social evolution.

At the same time, the holiday home support a whole industry and occupies enormous areas. We rediscover this concept from cultural, tourist and design perspectives. 50 holiday homes are transformed into micro galleries, social hubs, kitsch museums, creative studios, concert venues, youth centres, writing retreats, artist workshops and class rooms.

The project will be curated as one programme that extends 100 kilometers from Thyborøn to Nymødegab.

The transformation of holiday homes to temporary arenas for cultural activities creates new sites for experiencing the arts and intercultural meetings. **AARHUS 2017** will rent an assortment of summer houses and holiday homes and invite our cultural and design institutions to move in. Furthermore, new design and construction concepts and conferences on sustainable tourism will be developed and organized. All houses will be open to visitors. The project will be established in 2015 and 16 and culminate with a 6 month programme in 2017.

**OffRoads.** The unique cultural festival **Mid- and West Jutland** takes place every four years, with different artistic and geographic themes. It reflects the region's characteristics and uniting citizens, artists and communities in a highly vibrant and meaningful manifestation of cultural tenacity. In 2013, the theme will be The Wave and in 2017, the theme will be Off Roads. The project rethinks the notion of the festival and addresses the challenges of organizing a decentralized festival in a huge rural area of 5,000 Sq. Km. Other rural districts in Europe will be invited to participate in a joint exploration of the unknown and the phenomena of the edge. Foreign guests, non-Danish speaking citizens and exchange students will be invited in particular. The project will be linked to many places including Norway, Finland, Sweden, Faroe Islands, Scotland, Italy and Poland.



## FOCUS: THE PLAYFUL CITY

Sport, exercise and movement practices are rapidly relocating from traditional sports arenas into the city. New kinds of urban facilities, communication strategies and social media must be integrated in new formats for new types of body culture, physical expression and sports in the urban space.

**Play in Urban Landscape** A number of projects will work with the broad notion of play, gaming body culture in the urban landscape. Different formats of sports will demonstrate the blurring of boundaries between the organized and the spontaneous, between spectator and participant, and between tradition and new technology.

■ **Pulse Park Ry.** When developing new urban areas, the integration of sports facilities is an obvious dimension to consider. In Kildebjerg in Ry, south of Aarhus (160 hectares), the neighborhood will have a 4 km route for roller skating and running, paths for riding and hiking and fitness equipment in four locations. There will be three themed activity zones: the pulse zone, the play zone and the sensory zone. By 2017, this space will have developed into a new, open and participatory landscape for physical activity.

■ **Know Aarhus** is a new guide for the city, covering common aspects of the exploration of urban landscapes, physical activity and cultural production. The concept of orienteering is the basis of new thematic maps and routes in the inner city. Plans include themes such as “Vikings”, “Art and Symbols”, “Architectural Highlight”. In 2017 the concept will be expanded to a regional setting. A specific initiative starting in 2014 is the ■ **Architecture Race**, which in 2015 and 2016 becomes a national event and in 2017 a Nordic event. Main partner is AND.

A central project is ■ **Rethink the Playground.** Squares, roofs, walls, parks and alleys become a giant playground, and the city is transformed from a space for functions and conventions to a city of play, sensing, colour and motion. A select number of sites turn into different actions and games, temporary or permanent installations, all challenging the body and the city.

Spaces for play and motion for people of all ages, mobile facilities which relocate to various cities. Well known sports are de-constructed and adapted to the urban settings and new games developed, many with international participation. This mobile “sports

arena” could occupy any ordinary square, parking lot or residential area. A four month programme in the summer of 2017 will involve young and old in street culture activities, ballgames and water sports in Randers, Viborg, Horsens, Silkeborg and Aarhus. Partners include the Danish Sports College, Peter Sabro Teachers College, Performers House, Danish Gymnastics and Sports Association and Aarhus School of Architecture.

**Street Culture.** Aarhus and the region has a vibrant street culture scene, led by hundreds of active young people.. Generally, planners are beginning to acknowledge the need for structures and facilities for these activities.

■ **Project Underground** has for agitated for years, promoting street culture and programming public events. A partnership between local street culture groups and Project Underground has resulted in 23 events including street soccer, skateboarding, parkour, bmx and Snowpark, attracting more than 2,000 participants in addition to the almost 4,000 participants in the DGI Park Games in the last three years. Based on this, European partners are invited to participate in a large summer event along the new inner harbor rambla in 2017.

Around 250 skaters are active in the ■ **Skate Music Park** project, which will invite skaters, musicians and street artists to a series of projects in the coming years. The long term goal is to develop and attain facilities for the autonomous street culture community. Supported by **AARHUS 2017**, a European dimension will be developed involving street art communities in Paris, Amsterdam, Hamburg, Berlin, Gothenburg, Barcelona and a number of cities in the U.K. in 2017 a large ■ **EuroStreet** project will be presented at three venues in Aarhus: the port, Godsbanen/The Freight Yard and Gellerup.

In the coming years, further street culture projects will be launched. **AARHUS 2017** has partnered with Norddjurs and Syddjurs Municipalities to establish a street culture centre in a former hanger. ■ **The Hanger** will host a broad palette of street arts: bmx, skating, trial, graffiti, street dance, street basket etc. and will become a regional centre for street culture.



Parkour, Aarhus

## RETHINK ART AND CREATIVITY

This programme combines the field of art, the creative sector and the digital media sector. Contemporary art, innovation and explorative and transformative art are central keywords. The programme will reflect contemporary movements within each genre and projects are curated in an organic and thematic fashion, highlighting interdisciplinary approaches.

Here, art is not self-referential, but an engaged and critical practice. Throughout the programme, a clear sense of dialogue between local, national and European artists, musicians, designers, architects is present. Truly creative processes and programmes will result in new works of art.

Prioritising new and original productions are pivotal to this programme and from 2013 to 2017, with investment to facilitate residencies, networks and co-productions to support the process. Our intention is that more than half of the budget for art and creativity is invested in new and original work.

Around half of the projects presented in 2017 will be developed between 2013 and 2017, while the remainder will be produced specifically for 2017. In this programme area in particular; we expect the number of projects to increase dramatically through open calls in 2014/15 and 2015/16, especially regional touring programmes with all genres of music, theatre, dance new circus and performance.

Two significant platforms for festival development will merge, ensuring a steady flow of European theatre, music, art and media producers. ■ **Contemporary** and ■ **Up and Coming** will engage some of the most active European artists, musicians and stage performers, and the large cultural institutions in Aarhus will host a series of original co-productions engaging prominent international artists. A total of 12 large events throughout the year, throughout the region and throughout our thematic spectre will bring a strong European presence to the project.

The focus on creativity is based on the ambition to establish a regional platform for the wealth of educational institutions and businesses within the fields of architecture, design, fashion and new media in our region. In 2017, the **World Creativity Forum** is planned and this will be the culmination of a number of events, exhibitions and exchange programmes.

A prominent initiative within our New Media focus area is the Smart City Project, a long term programme exploring the potential of digital media in urban environments. The project is supplemented by the establishment of a new gallery for digital art and installation, to ensure artistic continuity in the field. A number of European projects also ensure that this programme has a strong international level.

The Nine focus areas with a total of 42 projects:

- Focus: Welcome Europe 1917-2017
- Focus: Festivals for Art, Karma and Love
- Focus: Creative kids
- Focus: Cinematic Stories
- Focus: Musical Horizons
- Focus: Boundary Breakers
- Focus: Artscapes
- Focus: The Digital City
- Focus: The Creative City

### FOCUS: WELCOME EUROPE 1917-2017

Welcome Europe encompasses art across a century starting in 1917 - a year when revolution, re-thinking and innovation were on the European agenda. **ARoS** will present four significant exhibitions which emphasize the development of European art with Europe as a meta theme.

### The revolution of painting - Birth of the concrete painting

is a major exhibition at AROS featuring some extraordinary works by 15-20 world renowned artists in collaboration with a number of European museums. The focus is on the new surge of art created during the time following World War I and The Russian Revolution. A time of significant breakthroughs as well as political, social and scientific upheaval. Artistic developments over the last century is characterized by revolutionary works appearing in the exhibition such as The Black Square by Kazimir Malevich, Marcel Duchamp's urinal Fountain (1917), Wassily Kandinsky's non-figurative pictures and stringent compositions of Piet Mondrian.

The collaboration between a number of art museums in Jutland, **Re-welcome Europe 2017**, constitutes a major axis in the 2017 programme. A rethinking of the Welcome Europe exhibition of 1992 in which 13 art museums throughout Jutland collectively showed contemporary art from 12 European countries. Whereas

the 1992 exhibition saluted the new European community, the 2017 exhibition will focus on Europe over the past 25 years.

As a conglomerate of museums in Jutland the 12 exhibitions will focus on current artistic expressions, themes and issues of relevance, which characterize European art and European consciousness from 1992-2017. This will be achieved through special exhibitions that cut across contemporary art and our time at a point, where relations between Europe and the non-European countries are arguably more relevant than the relations among European nations themselves. In addition to **ARoS**, art museums in **Randers, Skive, Herning, Aalborg, Horsens, Esbjerg, Vejle, Sønderborg, Horsens** and **Holstebro** will participate.

**Bauhaus 2017** will investigate the forms of collaboration between creative professions existing today, and how we can create and further develop functional and aesthetic collaboration. Is the fusion of design, artistic and architectural creativity - the notion of gesamtkunstwerk - a possibility in 2017 as a new Bauhaus - or does it remain a utopian reality? By Involving Danish and international players from the world of art and architecture together with the design, music and fashion industries, **ARoS** intends to investigate creative collaborations in the form of an untraditional all-encompassing exhibition.

**The European Art House.** Six arts institutions in Aarhus have joined forces to create a significant platform for European contemporary art, media and performance, at a time when the importance of art is challenged all over Europe. Starting in 2013, each institution will interpret the concept of The European Art House. From 2013 to 2016 the programme will encompass developmental projects in each institution in cooperation with a number of European partners. In 2017 these collaborations will culminate with two thematic series during spring and autumn. The series will involve some of the most courageous, socially and thematically relevant European artists, and will reflect prevailing trends in art in 2017.

**East of Paradise** is a unique independent art cinema with more than 100.000 visitors a year. Top films for both narrow and wide audiences are shown there - many imported from around the world by the cinema itself. With ■ **Cinema Europe** a network for independent cinemas is being established. Among other things, the network will collaborate on organizing its own festivals featuring "narrow" independent films. It will also handle the question



of digitalization of the sector, which threatens many small cinemas. Through **■A Regional Film Club** the cinema offers quality European films in a number of cinemas throughout the Central Denmark Region. In 2017 a series of outdoor films will be presented using back alleys, lakes, roofs and subterranean garages as a scenographic framework for filmic interventions.

**Voxhall & Atlas** are two of the most notable live music venues in Denmark with a capacity of 750 and 350 persons respectively. Voxhall presents hip hop, hard core metal and electronic as well as the latest hybrid forms, while Atlas focuses on world music, jazz and folk. With **■Musica Europa**, Voxhall and Atlas embark on a journey into European contemporary music. This will take place through a 3 year exchange programme with European music venues in Marseille, Liverpool, Berlin and Amsterdam and other locations. Furthermore, Atlas stands behind **■One World Music** in collaboration with The Danish Jazz Musicians Association involving artists from Durban, Havana and Istanbul.

**Bora Bora** is the new centre for modern dance in Aarhus. Since opening in February 2011, the aim of the centre has been to become the most important platform for modern dance and visual theatre in Jutland. Leading up to **AARHUS 2017** Bora Bora will work with four European network projects: **■DNA** - Development of New Art, with New Web in Prague, L1 in Budapest and Schloss Bröllin in Berlin and others. **■Kedja** - Choreography with M.A.D. in Helsinki, NTIL in Vilnius and Dansens Hus in Oslo and others. **■Samara** - Co-productions and tour with Kampnagel in Hamburg, Black Box in Oslo and Kanuti Gildi in Tallin, among others. **■Nomad** - Nordic mobility and art development with Malmö Stadsteater, Teater Vanalinnastudio and NO 99 in Tallinn.

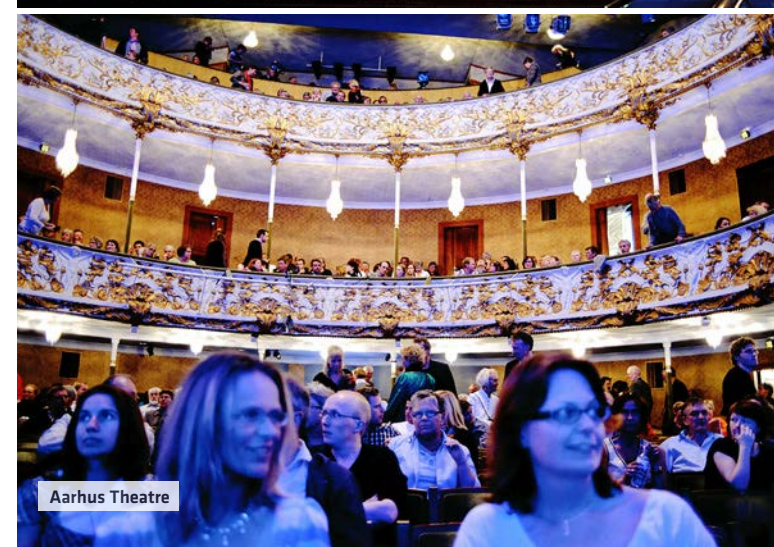
**Gallery Image** is Scandinavia's oldest non-commercial gallery for photographic art and it has a unique network - especially in Central and Eastern Europe. The gallery has presented 400 exhibitions with works by 450 photographers. In the spring of 2017 the gallery will present 100 years of Central and Eastern European avant-garde film and photo art. For **■Fresh Eyes**, 12 leading European photographers will be invited to stay in Aarhus for a month to see the city and region with fresh eyes. The exhibitions will be presented together and on location during the summer of 2017.

**Aarhus Kunstbygning** (AAK) is perhaps the most adventurous of the city's art institutions. The new leadership of AAK will put

together a programme for 2017, which will be refreshing, international and intercultural with strong themes featuring leading artists from the visual arts.

**Aarhus Theatre** is working towards becoming the international theatre of Denmark. It has committed itself to making the intercultural a key concept in all their productions. **■Theatron** was established in 2012 as collaboration between The National Theatre in London, KVS in Brussels, Toneelhuis, de Singel in Antwerp, Nationalteatret in Oslo and Dramaten in Stockholm, among others.

The project will receive support from the EU Cultural Programme for the next three years to develop a set of best practices for audience development. The collaboration is expected to be expanded with co-productions from 2015. From 2013-15, the repertory plans will to a large extent be based on European visiting directors, scenographers and composers, whereas 2017 will be characterized by European drama based on fundamental European ideals of diversity and democracy.



## FOCUS: FESTIVALS FOR ART, KARMA & LOVE

The more than 100 recurring festivals in the region, which are more or less all based on citizen lead initiatives, constitute a significant cultural platform. They also serve as temporary, social networks, which activate citizens as both volunteers and regular participants. The festivals' potential as a platform for a growing number of subcultures, artistic trends, youth initiatives and social response mechanisms is vast. During the period 2013-16 we will invest in the development of festivals; focusing on concept development of specific festivals as well as development of the organizations behind the festivals. In 2017 we will present two main programmes in collaboration with approximately 30 festivals.

**Aarhus Contemporary.** Comprises nine professional arts festivals of high quality, which in the coming years will collaborate on presenting a spectacular programme with both Danish and international music, drama, literature, film and media. The programme culminates in 2017 with a four month series of festivals with the provisional title "European Edge", barometer for contemporary European culture relating to both cutting edge and fringe. The following festivals participate in **Aarhus Contemporary**:

■ **Aarhus Jazz Festival**, Denmark's second largest jazz festival, holds annual European jazz camps for young musicians and cross-over projects with among other things world music. In 2017 the festival will focus on a number of commissioned arrangements from high profile European jazz composers.

■ **Northside Festival** is a new rock festival in Denmark, which after only three years of operation draws more than 20, 000 people to a high profile and progressive programme. The festival has already become a flagship for Aarhus as a music city. The festival is created on clear ethical principles of innovation and sustainability, and towards 2017 will continue to experiment with this concept.

■ **SPOT Festival** presents 110-130 bands every year and is among the most interesting festivals for live music in Northern Europe. SPOT is a strong brand built over the last 17 years. SPOT's aim for 2017 is to create platforms for Danish music in Europe, building on collaborations established with Berlin, Cologne, Hamburg, Montreux, Brussels and Vienna. In the years preceding 2017 collaboration with the European music industry will continue with a view to assembling the most exciting bands in Europe at SPOT EUROPE 2017.

■ **ILT Festival - International Living Theatre** is a young theatre biennale started in 2009 by a number of theatres in Aarhus. **AARHUS 2017** will support the international part of the programme from 2013. In 2017 ILT will put special emphasis on a series of commissioned works by Danish and European writers, directors and choreographers.

■ **Aarhus Film Festival** focuses on artistic, experimental short films and innovative documentaries about current global issues. In the coming years **AARHUS 2017** will support an expansion of the festival in Aarhus and support the creation of a regional programme.

■ **Move The Classics** is a new regional festival concept developed during preparations for **AARHUS 2017** with thematic classical concerts presented in unusual environments as well as in regular concert venues. All projects are created under the theme 'Classical music in a new way' - **RETHINKING** the Classics with varying themes. The project culminates in 2017 with Modernism, the most important works of the 20th century and new compositional music from the 21st century. Participants are Randers Chamber Orchestra, Aarhus Symphony Orchestra, Ensemble Midtvest and others.

■ **Wild About Words** is the city's literature festival. In the years leading up to 2017, we will support the international programme and seek to establish a stronger and more independent foundation for the festival. In 2017 the festival will have a special focus on literature from the "periphery". The newly created Aarhus Centre of Literature the literary networks of the whole city and the region will be involved in a new international

■ **Art Writing Festival** to be held in 2013, 2015 and 2017. Here, literature will be connected to music, visual arts, architecture, sound art, installation art, performance, film and digital media. This is initiated by Literature Development Board.

■ **The Crime Book Fair** in Horsens has existed for 11 years and has grown from 200 visitors, in its first year, to 5000 in March 2012. Since 2007 the fair has taken place at an old prison. The fair presents both Danish and international authors and incorporates alternative methods of communication. In the years leading up to 2017, special emphasis will be placed on the development of further utilization of the prison, which is in the process of being expanded as a museum and setting for cultural events.

■ **The SPOR Festival** in Aarhus has always been home to experimental music, and since 2005 it has been an important platform for international contemporary music and sound art. From 2013, European curators will be invited to plan the festival programme. In 2017 SPOR will collaborate with European partner festivals and hereby gain an even stronger European profile.

**Up and Coming** consists of a new generation of independent festivals reflecting energy of underground culture. During the period 2013-16, **AARHUS 2017** will invest in 10-15 festivals with technical support, administration, education of employees and participation in European exchanges. Partners are **Promus** and **Godsbanen/The Freight Yard** among others. In 2017 the festivals will focus on artists from the up-and-coming milieu of drama, music, media and literature focusing on a programme for the autumn of 2017, which will celebrate the off-beat, immature and adventurous creative power of European youth.

As a direct reflection of the dynamic music scene of the city, several music festivals are part of the project.

■ **Danmarks Grimmeste Festival** (Denmark's Ugliest Festival) works with the up-and-coming milieu from reggae to indie and experimental underground. The festival has grown from a few hundred participants to a capacity of 5.000 in 2012.

■ **Recession Festival** presents international bands, which are rarely seen live in Denmark.

■ **Openheimers Eftermiddag** is a one day festival where six unsigned up-and-coming bands every year are given the opportunity to set a new musical agenda.

■ **No9 a Technicolor Dream** in Silkeborg is a strong base for electronic music in the region, aspiring to become the most important festival for electronic music in Denmark.

■ **Skive Festival**, Denmark's third largest rock festival, aims to increase their focus on alternative genres within electronic music and upcoming international bands

From drama, literature and animation, the following festivals will participate in Up And Coming: ■ **Junge Hunde Festival** which has a dozen European co-organizers, has presented large portions of



the experimental emerging performance work in Europe in the past 20 years. The festival celebrates its 20 years anniversary in its current form in 2017 and will use this occasion to present both new and established artists.

■ **Performers Festival** in Silkeborg has recently been started by **Performers House** - an international education for circus, music, dance and performance. The aim is to create a strong platform for emerging European artists.

■ **Quonga Fest** is an annual festival for the up-and-coming drama scene.

■ **Sound + Literature** is one of the many cross over festivals in Aarhus which has experimented since 2002 as a working laboratory with new constellations, where literature and the spoken word meets in a audio universe with composers, musician and sound and media artists.

■ **Viborg Animations Festival** is a new, media based international festival, which is being launched in 2012 and will to build up to 2017.

■ **Drawing the City** From traditional drawing techniques, comic books and cartoons, over media and animation to tattoos and body art, street art and graffiti. All aspects of the art of drawing. A thematically linked programme which will include existing festivals, regional art and media schools, with international subcultures and visiting artists and young local, aspiring artists. Drawing the city will take place in Horsens, Viborg and Aarhus and will include the comic book festival **Art Bubble** at the **Danish Museum for Industrial History**, **The Drawing Festival in Horsens**, **Viborg Animation festival**, **I Do Art Network** in Aarhus.

**Aarhus Festival** is an all encompassing multi arts festival steeped in tradition. A festival which has continued to function as the annual link to the world around us, providing artistic inspiration from abroad as well as presenting the best the city has to offer. It is a festival which literally takes over the whole city, in a physical as well as a spiritual sense. The festival will be a natural starting point for the autumn programme at the start of September in 2017 with the headline ■ **Dystopias and Utopias**, and the festival will aim to presents an international programme of visionary artists from all art forms and media personalities. The festival is increas-







The Concert Hall Aarhus



Images Festival



Aarhus Symphony Orchestra

ingly working successfully with experimental urban space transformation projects such as The Forest in the central city square in 2010. **AARHUS 2017** will support this initiative by collaborating on a number of international artists to be in residence in the city during the festival every year. One ready made highlight in the year!

### FOCUS: CREATIVE KIDS

**World Theatre for Children and Young People in 2017.** For almost thirty years, the most renowned children's theatre festival in the world has been based in Denmark, with around one thousand dedicated professionals taking part. A hundred theatres are involved and more than 600 performances take place. Organized by The Danish Theatre Centre, the festival immerses a new city each year - free theatre events for thousands of kids! In 2017, Aarhus will be host and expanded the programme to include sublime examples of European children's theatre and dance.

**I.O.U. International Opera for Kids.** To be launched in 2013 and 2015 with a Youth Opera Crew, a Blog Opera and Opera Dating, with the Public Music School in Umeå, I.O.U. will present the most innovative international productions for children and young people. I.O.U. will also set up international exchange programmes and co productions. Partners include The Danish National Opera, Scottish Opera, YO! Opera in the Netherlands, The New Opera in Norway, The Welsh National Opera, Opéra National de Paris.

**The Culture Caravan.** Collaborating with **The Regional Children's Cultural Network**, some thirty regional cultural institutions, ambition is to create a unique annual Children's' Culture Festival. The format of a will make the festival present and visible throughout the region, visiting all municipalities in the course of the summer season. The festival involves all of the arts from literature, theatre and visual arts to design, film and new media. Every year a theme will be selected as a framework for both programming and learning. The aim is to offer an exceptional experience to as many as 150, 000 children as possible from 0 - 16 years old.. The European dimension is already integrated in the programming, and in 2017 there will be a special programme utilizing Danish artist's own European networks.

**Stepping Stones.** The vibrant children's culture scene in Viborg, lead by **Kulturprinsen**, **CarteBlanche** and **The Animation Workshop** is the basis for our most ambitious children's project ■ **Stepping Stones** is a unique platform for digital and web based production,

live installations, sensorial theatre and learning programmes. The overall theme is me, you and the world.

Three routes - a Nordic, a European and a global - will explore and meet in 2017. From 2012 the Nordic route will link to the programme of The Nordic Council. Barnas Hus in Bergen and Drömmarnas Hus in Malmö are partners as the project explores nature and Nordic identity with the guiding theme of the Nordic heaven, engaging artists, children and scientists from two universities and research centres.

From 2014, the global dimension will be launched with a tour of arts and research institutes in Africa (Burkina Faso, South Africa, Ghana, and Tanzania), Latin America, Australia, the Middle East (Beirut, Amman, and Cairo), India and China. The guiding theme is earth.

The European route will be based on residencies in Viborg and Europe and include the many partners of the centres. The guiding theme is water. Each route has a narrative aspect, a research aspect and an artistic aspect. In summer 2017 the project will unite all the strands and productions in a major programme "the tide"

**Music Exchange Europe.** Public music schools in Aarhus, Randers and 16 other municipalities in the region plan to organise musical exchange programmes with European partner schools in the years prior to 2017. In 2015-16, our local schools will visit European music schools, and return visits will take place in 2017 in the context of a public European music festival. The project is expected to spark long term music exchanges.

### FOCUS: CINEMATIC STORIES

**Filmby Aarhus** is a strong, regional film production milieu with 65 film production companies, who participate in many European networks and production partnerships. Storytelling, micro-film format and network production is the starting point.

**19 Love Stories** is a wordless musical and universal image poem of 19 film chapters, unfolding in the 19 municipalities of our region. Each chapter describes people driven by passion. People who reinvent and rethink themselves. People who survive in spite of everything. People we side with and hope will win. People, we cannot help but love. These chapters will be created by European film



directors and Danish composers /musicians. European eyes on the places, passion and people in our region.

Aarhus aspires to be the permanent host city for the international short film and documentary film festival **Nordic Panorama** which is already programmed to be held in Aarhus in 2017. NP will expand to include cross media productions making this the only festival of its kind in Europe. It promised to be a prestigious and groundbreaking cultural event. Among potential partners are TV Channels focusing on trans media such as ARTE, Channel 4 and BBC as well as Cine Regio, Filmkontakt Nord, 45 European TV stations, Shareplay and the five Nordic film institutes.

**The Travelling Film Experimentarium**, which gives young Europeans the chance to produce short films based on the theme Rethink Your Past and Your Future, will conclude during Nordic Panorama. The project asks: how would your own past and future look, if the world changed radically? Containing Imagined and possible life stories, the project will be established as a mobile film studio green screen, making it possible for the participants to work with more freedom, fantasy and imagination, independent of location.

#### FOCUS: MUSICAL HORIZONS

**The Concert Hall.** The largest music production centre in Scandinavia, providing facilities for resident ensembles, **The Aarhus Symphony Orchestra** (ASO), **The National Danish Opera** (DJO), **The Royal Danish Academy of Music** (DJM) and **DIEM**, Denmark's National Center for Electronic Music. **The Concert Hall** and the institutions residing there want to challenge the perception of the institutional framework - physically as well as mentally. For a period of one month in 2017 the concept of "open house" will become a reality, all facilities and manpower resources will be available for qualified and radical bids on the use of the concert hall of the future. In the period leading up to 2017, resident institutions will collaborate on innovative thematic activities and projects across musical genres and institutions.

■ **5x5x15** will be a musical experimentarium. A series of five musical workshops annually for five years, each featuring five invited European ensembles or pairs of composers from different genres. Each participant will be provided with facilities, mentoring by European masters and an opportunity for a 15 minute presentation. One of the works from each workshop series will be developed for

a final presentation of five complete works in 2017. The project kicks off with electronic music in 2013, musical drama in 2014, musicals in 2015, symphonic music in 2016 and contemporary/rock music in 2017. Partners include The Scottish Opera and Malmö Musikdramatiske Teater.

In ■ **Bier Trilogy** The Concert Hall will collaborate with Danish film director and Oscar Award winner Susanne Bier on the staging of three of her latest films, *The One and Only*, *Brothers* and *After The Wedding*, as ballet, opera and musical drama respectively. The project is collaboration with **ASO** and **DJO**. The project will be produced in 2014-16 and presented as a trilogy in 2017.

**EurOpera.** Opera is an irresolvable part of European culture. The National Danish Opera will take **AARHUS 2017** as an opportunity to rethink six of the most important works from 400 years of operatic tradition. Simultaneously, the company will take on the challenge of collaborating with some of Europe's greatest opera companies. The outcome of this project will be a series of European co-productions, attracting both international media and audiences. The programme will be staged in the course of six weeks in the summer of 2017.

The six operas are: Monteverdi's *Orfeo*, produced in collaboration with the world's leading baroque orchestra; Mozart's *Don Giovanni* in collaboration with Prague State Opera, where this piece had its first performance; Verdi's *La Traviata* in collaboration with Teatro La Fenice in Venice; Wagner's *The Mastersingers of Nuremberg* with Hamburg State Opera; Berg's *Wozzeck* in collaboration with Gothenburg Opera. And finally, a debut performance utilizing modern technology and media, innovative in its staging and with a firm, thematic grasp of the European condition.

**Aarhus Symphony Orchestra.** ASO intends to work with three main projects for **AARHUS 2017**. A rethinking the modern symphony orchestra and its core functions, will serve as a kick-off for the orchestra's role in 2017.

**Out-reach** will include collaboration between **The Symphony Orchestra** and **The Rap Academy**. The Orchestra and The Opera will enter into partnerships with parts of the city and neighborhoods; an arrangement for a pilot project has just been agreed upon. Collaborations in rural areas involving smaller chamber music formats and soloists are also being planned. In spring 2017, a programme

of ground-breaking, classical music from the 20th century, featuring European guest ensembles will be presented. The repertoire will be augmented with new music and works from the 20th and 21st centuries. Furthermore, the orchestra will link the many ensembles and choirs of the region with a European theme in the coming years.

**World Music.** The Royal Danish Academy of Music is among the few places in the world teaching both classical and forms such as rock, jazz and electronic music. With ■ **One World Music**, focus is put on non-European music traditions in a number of exchanges, residencies and co-productions with music academies and centres in West-Africa, The Middle East and Latin-America - places where DJM already have many contacts.

In this context, **Randers Chamber Orchestra** will work with ensembles and composers in countries outside Europe in which they tour. The orchestra has played music by Arabic composers in Damascus, with Syria's leading ney and oud player, and they have performed ethnic compositions in China with one of the country's leading bamboo flute players. The orchestra wants to bring these composers and musicians together for a unique project ■ **Ethnic Classical Cross Over Festival**, in which they will meet and play together in 2017.

**Euro Jazz.** Aarhus Jazz Orchestra has, in collaboration with leading, European big bands, initiated the ■ **European Jazz Orchestra Collaboration**. The project starts in 2013 and culminates in 2017 with a ■ **European Big Band Festival** in collaboration with the European Broadcasting Union among others, touring approximately ten orchestras throughout the region. The project will also organize workshops and seminars to create the only European platform for big bands orchestras, celebrating jazz as a global concept, and at the same time giving scope to regional music traditions, which form European musical identity.

The region is also home to ■ **Swinging Europe**, which is supported as an established musical institution by the EU. For 30 years, Swinging Europe has invited hundreds of young European jazz musicians to play in a big band, which tours Europe. In 2017 the orchestra will play new compositions and expand the residency period and the length of the tour.

## FOCUS: BOUNDARY BREAKERS

We salute individuals who push boundaries in many forms - by opening the world through exploration that connects us to the inner world of self realization, creating new concepts of art, connecting cultures across boundaries, or harnessing new technologies.

ECoC2017 will celebrate twelve individuals, who through their life work in their particular field have had an indelible impact on our cultural perception, and who inspire generations beyond their own. 12 individual world diasporas will be drawn in the world of culture.

**Asger Jorn** and **Eugenio Barba** are without a doubt candidates for the first two. The remaining 10 will be appointed by the **AARHUS2017** programme director in collaboration with the programme advisory board. Presentation of the 12 boundary breakers will take place in the years up to 2017 and during spring and summer of 2017.

**Asger Jorn** is the most influential Danish artist in European art. Key founder of the international Cobra movement (1948-51), Copenhagen was, through this, connected to Brussels and Amsterdam. His involvement with art and society along with founding The Situationists links both Silkeborg and Danish art to much larger movements in one stroke. With plans for a new Museum Jorn in Silkeborg, and the celebration of Jorn's 100 years birthday in 2014, Jorn holds an important place in our project.

■ **Ideas and results.** In this exhibition, Asger Jorn's dialogues with art world shows how meeting artists such as Munch, Picasso, Klee, Kandinsky, Miró and Legér developed him as an artist and thinker. This unique portrait will be shown at Museum Jorn in Silkeborg and at Cobra Museum in Holland in 2014.

■ **Double Bind** illustrates how artists such as Asger Jorn, Alechinsky, Gruppe Spur, Per Kirkeby, Claus Carstensen, Jonathan Meese, Tal R and many more express or expressed themselves creatively through exchanges with other artists. The exhibition shatters the traditional perception of the lonely artist, by focusing on artistic expression as the result of mutual inspiration.

In 2017 ■ **Re-acting Cobra** will be a re-interpretation and re-thinking of the Cobra spirit, created collaboratively with Danish, Dutch and Belgian partners. It will take place in Amsterdam, Copenhagen and Brussels as well as in Herning. The artists will suggest how Cobra would look if the movement had appeared in 2017. Partners include Carl-Henning Pedersen and Else Alfelts Museum.

**Eugenio Barba.** In 1966, Italian Eugenio Barba established the unique world theatre, the Odin Theater in Holstebro. Today the theatre holds a unique position in the history of European world theatre, as exponent for both the inter- and intracultural, based on 40 years of activities, which continues to inspire thousands of young theatre creators.

Wroclaw and Holstebro are strongly bound together by cultural history. Eugenio Barba and Jerzy Grotowski's lifelong collaboration is the basis for ■ **Mnemosyne: memory and living archives.** The project also involves Theatre Arts Researching in Malta (Valletta 2018) and identifies the essence of European Theatre, starting with the notion of collective memory.

Thirty theatre personalities will be invited for the project ■ **My Theatre Earth.** In order to become acquainted with "the borderless theatre world", the project will be a week when directors, actors, masters and apprentices are engulfed in a project involving personal stories, fragments of plays and practical exercises including the confrontation between the inter- and intra-cultural.

Finally six world "families" are invited to Holstebro Festival in 2014 as part of ■ **Phantasms and Fictions:** The Balinese Ti Swarie School of Music; the Afro-Brasilian Ilé Omouklé Foundation; the Kenyan Pauloa Comenta Circus; the Italian Bande Municipale; the Danish The Royal Ballet and their Ballet School in Holstebro and finally, the Indian Parvathy Baul. Performance, meetings workshops and projects with children will take place with the six "families" in schools in Holstebro and the region. The performance Theatrum Mundi will be created in the former abattoir in the city and involving all the theatre traditions.





## FOCUS: ARTSCAPES

This project presents Danish and European contemporary art from two perspectives: In a traditional framework in museums and art centres, as well as in the city itself, where a number of projects investigate new concepts and methods to shape temporary and imaginary spaces.

**Art To Go** is initiated by the three regional contemporary art centres as a base for a double strategy and several initiatives. Art To Go will start in 2014 with three main foci until 2017. Firstly, European themes including travel, identity and the future will be the starting point of several different exhibitions.

Secondly, art “to go” formats will be developed, connecting and involving unexpected places, such as schools, supermarkets, city and rural areas. Thirdly, Art To Go develops dynamic methods for presentation of international contemporary art in public spaces. As part of the process, Art To Go will generate networks between European artists, curators and art centres, including, among others, Appel Art Centre, Amsterdam; Laznia Center for Contemporary Art in Poland; Kunsthal Greenland in Norway; Teatre Vol in Italy and Aarhus Kunstbygning with the pilot project Sigrids Room in Gellerup. Partners: **Kunsthal Brænderigården** in Viborg, **Art Centre Silkeborg Bad** and **Aarhus Kunstbygning**

**ProKK** is an association of approximately 200 professional artists and craft artists in Aarhus, who wish to expand the role and position of art in public spaces. In **Out Of the Box** approximately 100 artists will create art in places which permeate the whole city - in new formats and settings, which positions art as interactive and alive, and an integral part of urban society.

The suggested themes and locations are: Nomad 2013 in railway stations and hotel rooms; Lyrics 2014 in The Botanical Gardens; Up 2015 on rooftops and balconies; Planet Utopia 2016 at street level; Inside Out 2017 in 100 shop windows throughout the city.

The **Machine-RAUM** quadrennial was launched in 2007 and already has a high artistic level. It focuses on video art and digital culture in a world where new social technologies play ever increasing roles. MR is essentially a platform for artists, art students and other media professionals, based around the concept of an engine room at all levels of media and art across age, ethnic and cultural differences. Machine-RAUM has been developed by two of

the most outstanding video-artists in the region, in collaboration with Hochschule für Bildende Künste Hamburg, Muthesium Hochschule Kiel, The School of Design Kolding, Funen Art Academy, The Royal Danish Academy of Fine Arts, LOOP Barcelona, and DARB 1718 Contemporary Art Centre in Cairo. In 2017 500 European art and video art students are expected to attend along with a presentation of 50-80 artists from across Europe

In **Digital Artworks** twelve Danish and international contemporary artists create digital works, video art, net art and installation art for public spaces. After residencies in the region, artists will select precise locations for their installations and will explore activating the public space. Some work will be temporary, others permanent. Collaborators include: **Skive Kunstmuseum**, **Holstebro Kunstmuseum**, **Aarhus Kunstbygning**, **Dansk Talent Akademi in Holstebro**, **The Animation Workshop** in Viborg and **Aarhus Filmworkshop**.

**The Art Triennial 2014 and 2017** is a new initiative which will be a recurring event after 2017. The agenda is set by a group of Danish and international mentors, curators, scientists, philosophers and others. During the first year thematic frameworks and key questions will be discussed.

The second year sees artists invited to participate in a 10 day base camp to explore suitable places for the art projects. During the third year the artists will work on chosen subjects and places as part of the production phase, supported by mentors, creating works on location.

Principal organizers are among others, **ProKK**, **Aarhus Kunstbygning**, **Art Centres in Viborg** and **Silkeborg**, **Center for Urban Art** and **Aarhus Billedkunstcenter**.

**365Texts** consists of literature as site specific art: anywhere and at all times. 52 national and international writers are invited to produce 365 texts linking literature with light art, dance, visual arts, architecture and music and which infiltrate the forest, the sky, the sea and the city with literature. The texts will be published as projections, sound tracks, posters, flash mobs, graffiti, credits, bus ads and as readings. Simultaneously, the project investigates, how text as an art form can be communicated in new ways, thereby reaching new readers, listeners and viewers. 365Texts goes on the whole year. The project leader is Literature on Stage.

With **The scenographic City**, **Theatre Refleksion** wants to create a temporary meeting place in the city at the intersection between art, landscape and animation created by architects, scenographers and artists, using the theatrical scenic elements of light and sound. With a life of 3-6 months, these changing installations, illusions and imaginary rooms will reflect moods and narratives which stimulate the imagination, encourage play and participation.

The international competition **Young Glass** organised by The **Glass Museum**, Ebeltoft, will be held in 2017. This is a major event which profiles and promotes young glass artists from all over the world. The competition culminates with a digital exhibition and master classes, residencies and several seminars and workshops for the younger audience.

## Park Experiment 3.0

Artist Marianne Jørgensen works with open art and landscape projects as live installations in urban and rural landscapes. Inspired by **Love Alley** project, **Park Experiment** will occupy and inhabit waste land on the edge of the city and re-think the concept of the public park where contemporary sculpture, experimental landscaping and gardening, sensing play and social interaction are all used. The project involves artists, ecologists, architects, researchers and activists address issues of the vacant building lot, the disused car park and terrain vague between urban vibrancy and rural relaxations to make places of meaning and magic amid emptiness. A visionary and hands on project.

**On the Walls**. At **I DO ART**, an underground art portal based in Aarhus for up and coming artists. This project is based on the strong tradition of mural art in Aarhus, renewing this tradition, and modulating the collective memory of Aarhus. From 2013, a series of interwoven narratives will unfold, occupying walls throughout the city as an urban anthology.

Stories created by young contemporary artists from Denmark will bring aesthetics, motives and signatures from other European cities to local walls. I DO ART will curate a myriad of related stories, such as interviews, photos, digital maps, video montages, quick polls or art magazines to accompany. Everything will be available for local citizens through QR-codes and the like. In 2017, the project will be expanded to other cities in the region.

## 12 FULL MOON EVENTS

Twelve major full moon events will link twelve symbolic places in the region, incorporating twelve major themes and acting as twelve monthly stepping stones through the programme in 2017. Some 5000 people are expected participate with an expected audience of 500,000. The individual projects will all be created specially in cooperation between local and European artists. All events will be created as site specific works. The events will be free, and in many ways function as “moonshine” and form the “red thread” throughout the year.

The first event in 2017 will be **■The Voices of Europe**. Churches are filled with choirs and voices representing the multifaceted music tradition of European religion and choral traditions. From British boy's choirs and Finnish shouting choirs to throat singers, the activities represent values, attitudes and cultures from all of Europe. The project is launched in Aarhus Cathedral in January 2017. A large number of choirs, local communities and local churches are partners.

The Aarhus City Hall will be conceptually staged in the name of **■The Democratic City** featuring diversity in language, writing, scripts and speeches, reflecting political realities in Europe; and perhaps formulating new and unifying ideals. A magnetic field of film, projections and moving images, real time to links to European events and 40 large staged windows as reflective screens

The third launch in the city will take us to Gellerup for **■Musical diversity in Gellerup** where musical tones, instruments, voices and dancing bodies from urban Europe will engage with cultures from Asia, The Middle East, Africa and the Americas via Paris, Berlin, Istanbul and Marseilles.

The opening of **■Holstebro Festuge** with The Odin Theatre at the helm will involve many local participants in cutting edge culture, activating the whole town. Along the North Sea coast the roar of the sea and the wind will bring to life movable sculptures, soundscapes and sand sculptures in a tribute to the forces of nature in cooperation with Lieux Publics, among others.

The French theatre group **■Royal de Luxe** continues its world wanderings and will conquer Randers with enchanting giant dolls in a new version of their famous project. They will hold a whole

town spellbound for several days and thousands of people follow the fate of the dolls.

The project **■Water Music** will take place in Randers harbour. A musical drama produced by Randers Theatre, that plays with traditions of art, culture, sports and craft in a collaborative effort of national and international artists, singers, actors, musicians, light designers and sea sports organisations. Some 550 participants - including the French light designers from Puy du Fou - lets fire, water, advanced technology meet on the industrial surfaces of the port.

In Silkeborg the traditional **■Fire Regatta** will use the lake as a both a stage and theme. With the lake as an image surface, inspired by the magnificent picture and colour universes of Jorn and the Cobra movement, the world famous light and fireworks artists Group F are invited to create a spectacular event. Sailing vessels, row boats and canoes from all over the world plus purpose built vessels will act as part of the spectacle as well as seating for the audience.

**■Freedom Prison** is the headline for collaboration between Danish, Central-European and Eastern-European ensembles with strong physical expressions in theatre/dance/performance. In the course of the year individual works will be created and staged in Horsens prison as walk through events which will culminate in the huge prison yard and on the prison walls. The concepts of “freedom” and “restriction” in a political, artistic, human and historical sense are recurring motifs. The performance will be three times for an audience of 9-12,000 per show. After Metallica opened the prison in June 2012 anything can happen.

**■Light, Landscape and Voices** was first staged in autumn 2011 in the rolling landscape of East-Jutland with 400 people reciting poetry in a light and media landscape project. The concept will be expanded with **■European Voices for 2017**, with poetry and statements, relating thematically to our current times and future.

In Viborg, the theme **■The Playful City** will lead to movement based events. Several sports events are planned in the region, in which choreographers and new circus artists will work with approximately 12,000 gymnasts who are also expected to take part in the DGI national camp - in a choreographed event.



Light-landscape and voices by Elle-Mie Ejdrup, Trehøje 2011



Odin Theatre



Light-landscape and voices by Elle-Mie Ejdrup, Trehøje 2011



The year ends in Aarhus' new **■Harbour Space** and the **■Urban Media Space** where digital media play with the huge flat surfaces of the iconic architectural buildings that will be overlaid with images. Scenarios and visions of the future that are both tempting and frightening, will be depicted as utopias and dystopias – an overall theme for autumn. The event will involve collaboration between, CAVI, Alexandra Institute.

### FOCUS: THE DIGITAL CITY

Digital life is not just a question of iPads and free Wi-Fi in public spaces. It is about aesthetics, interaction and innovation combined with all the digital devices we use on a daily basis. The **AARHUS 2017** programme incorporates long-term ventures as well as concrete projects which involve both outdoor and indoor spaces for digital art, digital architecture, digital dialogue and digital information.

**Smart City Aarhus.** Smart City describes the development in many large and medium sized cities towards a more digital, intelligent and sustainable infrastructure. Smart City utilizes digital and often mobile technology along with new forms of production and consumption. Smart City Aarhus is an original project which builds on European experience.

The project has been driven by visionaries in the field and has been greatly influenced by the ECOC2017 ambition. The essential vision is to depart from traditional modes of planning and embrace a more dynamic approach of involving and engaging citizens and a commitment accommodate original ideas and visions.

The project is organised as a cluster of bottom up projects interfaced with the formal city-level strategy. Local and regional governments, IT sector representatives, Aarhus University, VIA University College and Institute of Technology are involved. Currently, 35 project groups are active - 20 of which are supported by public resources. **AARHUS 2017** is one the main partners in the project, and will commit to explorative and experimental pilot projects that engage citizens in the coming years. The visions are informed by an international dialogue with experts from several other cities.

**Third Places of Dialogue and Democracy.** "The third place" describes the virtual and physical space in which social constructions emerge and develop. It refers to new generation of public meeting places for activities and democratic dialogue, where digitization, the mobile and locative media, gaming and social media all play

a defining roles in activities. It includes physical gathering spaces with layers of digital information, free Wi-Fi, big screens, interactive media facades, digital "speaker's corners" with relevant social issues and themes, "interactive walls", news feeds, city sport facilities and inspiring venues, where curators and VJs work with live programme ranges/surfaces.

**AARHUS 2017** wants to contribute to boosting the notion of 'third places' in conjunction with the new Urban Mediaspace on the harbour front, in City Hall Square and Park, at Godsbanen and other central locations.

Partners are **Urban Mediaspace, Digital Urban Living, FOF** (adult education ass.), **Aarhus University, Danish School of Media and Journalism.**

**Knowledge and Production Centre for digital Art and digital Experiences.** This project is based on the experience that **CAVI** (the national centre for advanced visual technology) has compiled over more than ten years developing digital art and experiences. Dialogue with many artists has been initiated and strong relationships have been established with businesses, development forums and research- and science milieus.

These competencies and tools create a unique basis for establishing a production centre for digital art and experiences. Focus will be on interaction and trans-media approaches in an artistic, aesthetic and experiential contexts.

The selection of activities range from experiments, development and workshops to master classes, productions and festivals. Knowledge partnerships will be established with institutions in neighboring fields.

The programme will include 2-3 annual state-of-the-art projects on an international scale and the centre will co-operate on national, European and international levels, while playing a central role in information activities such as festivals in 2014, 2016 and 2017. Focus areas will be art in city spaces, works communicated on smart phones and tablets, interactive installations, augmented reality and serious gaming.

Partnerships with a number of European centres for digital art will result in a number of co-productions in 2017.

**Media Architecture Biennial.** Grounded in a decade of development in which the digital has been the focal point, Aarhus University has created a unique field of networks through **The Alexandra Institute** and **CAVI**. As a reward for their pioneering work, DUL, CAVI and Alexandra Institute will from 2012 host The Media Architecture Biennial, which was launched in Vienna in 2010.

The biennial is a European initiative of **Media Facades** and **Public Art Lab** in Berlin and Media Architecture Vienna among others. The project will be developed in the coming years. For 2017, the aim is to gather Europe's leading players in relation to digital media, architecture and city spaces. As part of the project MAB enters into a collaboration supported by EU's cultural programme in the coming years.

**Regions of Knowledge.** Through our ECoC candidature we have established a local partnership, which is part of a larger network project under the EU programme Smart Culture/Regions of Knowledge. The programme deals with sustainable, digital access to cultural heritage, increasing ease of access and enabling more people to obtain the information.

We want to link the MMEx project and Third Places project to this European programme. As part of this research driven cluster-programme, it will be our task to deliver a concrete case. The project has just received 18 million Danish kroner for the first research phase, and we expect this to continue as a three year partnership for the period 2015-17. The partners are Open Technologies (Louvre- Lens), and clusters in Madrid, the Basque country, Eiken, Siena, Sofia and Eindhoven.

## FOCUS: CREATIVE INDUSTRIES

The creative sector includes architecture, design, fashion and new media and is an absolutely core part projects in our programme.

These projects have been formed in dialogue with representatives from a number of key creative organizations. These are joint projects both characterized by a strong social agendas which can also act as long term platforms making the creative sector more visible locally and internationally. The projects bring a number of innovative perspectives into play to establish creative processes and methods, partly in relation to co-creation across professions (**RETHINK** co-Creation) and partly in relation to international collaboration (Eurocreate).

**Rethink co-creation** Two innovative angles are introduced under this heading focusing on bringing creative players with different professional profiles together in contexts which support the search of new solutions, new products and new business models.

■ **Rethink Camps** is a series of intense, international camps where selected creative companies and individuals with relevant expertise from different cultural and business backgrounds develop solutions to complex social challenges. Six camps will be held during the period 2013-2016 with internationally mixed teams - three in Denmark and three in other cultural capitals (Umeå, Mons, and San Sebastian).

A concluding **RETHINK** Camp will take place in Aarhus in 2017 with some of the campers from earlier years participating. Each camp will last for 3-5 days with 40-50 participants. A concluding public event will take place where both the process and the results will be presented publically. The challenges which form the starting points for the camps will be based on imminent social problems, infrastructural challenges or health issues.

Challenges could relate to the growing number of elderly, problems of traffic congestion or alternative solutions to challenges of energy saving. Partners include **Danish Design Organization, Danish Fashion and Textiles, The Architects Association, DanishArchitects, The Association of Producers, VIA University College**, relevant labour unions and trade associations plus competence milieus such as **NyX** and **Creative Business Center**.

■ **Multi-Sensorial City** is based on experience from the pilot project Sensorial Shops and seeks to explore potential "experienescape" involving creative businesses, retail business and public institutions in joint projects. With support from artists, designers, architects and sound and light artists, the project aims to redefine the concept of "shopping", "entertainment" and "institutions" into new formats.

From 2013 to 2016, the project will develop and implement 10 concepts starting in Aarhus with a major suburban shopping centre City Vest. In 2017 the project presents a series of "experienescape" in shopping and commercial environments, so called "non places". In addition, an international conference on the "multi-sensorial city" will be held, in which, methods, partnership building and the social, cultural and economic impacts and these interventions will be presented.

Main partners include, **Creative Business Center, A N D, PROMUS, Godsbanen/The Freight Yard, Bureau Detours, NyX, City associations** and **The School of Architecture**.

■ **A Taste of the Arts** stimulates all five senses and illustrate aspects of produce, seasons, cooking and food styling in the interface between art and gastronomy in these ultimate sensorial festival landscapes. Having already visited AROS and The Concert Hall, this festival will involve a specific art form each year - with film and media planned for 2013, fiction and poetry in 2015 and in 2017 dancer, performance and drama

**Eurocreate.** The EU Commission's proposal for the new Creative Europe programme emphasizes that the need to internationalize the creative sector. Under this heading, a number of initiatives aim to form international models for exchange and development in the sector.

■ **Design for Life - a Nordic Quadrennial** The triangle between Aarhus, Gothenburg and Oslo frames many Nordic creative companies. Design for Life will be a living portal for the creative sector towards the public, media and business partners. The concept is inspired by the Aarhus based music business festival **SPOT**, which has been successful in combining concepts of "trade show" and festival, hereby internationalizing the Danish music business.

The project will become a new tradition - a platform for the exceptional from the creative industries within Architecture, New technology, Design and Fashion. The trade show concept is discarded and exchanged for lively, engaging and challenging meeting places, presentations and events. 1:1 models in city spaces and design studios take over empty shops, street fashion on skateboard in Gellerup.

A central framework will be built in the new harbour area with containers, exhibition platforms, prototypes for buildings and concrete project creation. The exhibition will be supplemented with conferences, workshops, competitions and debate events focusing on a high degree of user inclusion and innovative communication.

The project kicks off in Aarhus and then rolls on to the Nordic partnership cities Oslo and Gothenburg. Every annual event includes all thematic areas but will take as its starting point just one of them:

- 2014: Architecture (Sustainability in urban living and housing)
- 2015: Design (Design for people, profit and planet)
- 2016: Mode (Intelligent textiles)
- 2017: Nordic Design for Life Quadrennial
- 2018: Annual event in all three cities

Partners are: **AND, Creative Business Centre, Danish Design Centre, Danish Architecture Centre, Lynfabrikken, TEKO, Designskolen Kolding, The Alexandra Institute** and **CAVI** and other businesses in relevant fields.

■ **The Nordic Caravan of Food and Culture** The New Nordic Cuisine has become a world renowned concept within the last ten years, marking a total re-appraisal of Nordic food culture. Our region is strong in this context.

This is shown by the presence of some of the major food processing companies, such as Arla and Danish Crown; along with a number of smaller, independent and local food manufacturers.

We also have food research institutes such as **Agro Tech, Future Food Innovation and The Knowledge Centre for Food Development** and high level international gourmet restaurants.



The aim of the project is to create a gastronomical cultural caravan, bringing food into focus and sharing knowledge on food culture by developing and rethinking the applications of Nordic raw produce and traditions.

It will create meetings with other regional food cultures based on local foods, ensuring the continuation of cultural and culinary heritage of the region. The Nordic Caravan takes off with cooks and producers along with singers, theatres, directors and photographers to gather experience and recipes.

It will be a living research and experience project. The caravan will arrange residencies in five Nordic cities, and in 2017 these “culinary routes” will be pooled in Aarhus and other cities in the region with original food markets based on food and ingredients from the Nordic countries. In 2018 the caravan will tour to other European cities.

■ **Socle du Monde** is a unique biennale held at **HEART** The Herning Museum of Contemporary Art. The biennale is a global laboratory where art and business, artists and industrialists work together on selected themes and topics. In 2017 the Biennale will extend to Aarhus and 100 European artists and private companies will create all kinds of thematic links between Herning, Aarhus and European destinations.

■ **Smart Textiles** The Central Denmark Region has a strong position in the field of textile production and design. In 2013, The Centre for Intelligent Textiles will present radical approaches to fabric and clothing. The project Smart Textiles will explore, confront, interpret, manipulate and develop smart fabrics and intelligent textiles. A series of international seminars, lectures, conferences, installations and workshops for students, scientists and businesses will prepare the next generation of textile designers and engineers. Leading partner is **TEKO** Design and Business in Herning.

■ **Creative Neighbourhoods** In 2010, the region became a member of **Districts of Creativity (DoC)** - a global network of 14 regions, 9 of which are European, collaborating within the creative sector, with creativity and innovation at the top of their agenda. DoC is a collaboration between 14 of the most active and creative regions in the world: **Flanders, Baden-Württemberg, Scotland, Catalonia, Rhône-Alpes, Lombardy, Nord-Pas de Calais, Tampere, Oklahoma, Shanghai, Karnataka, Rio de Janeiro, Qingdao and Central Denmark Region.**

Creative Neighbourhoods takes as its starting point micro clusters of cross-functional businesses and projects and which often do not have the resources or contacts to start development and production on an international level. The project will build relations between these clusters.

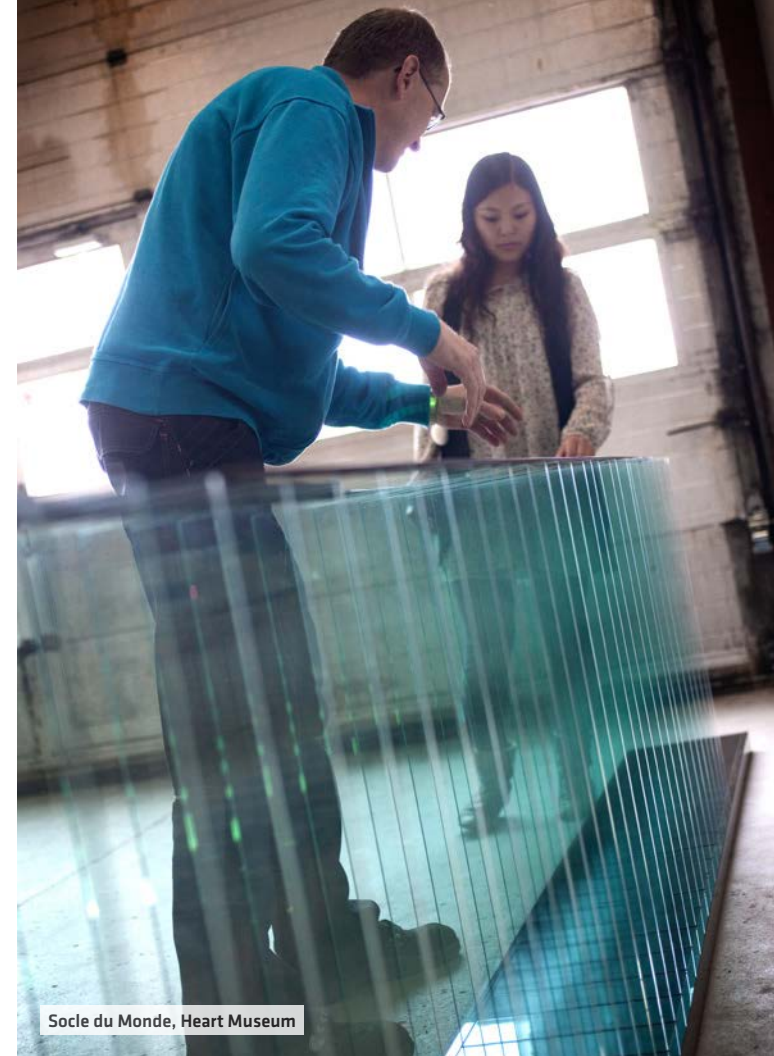
The first step towards this has already been taken. A group of 15 professionals from the European members of DoC has visited the region for 5 days to meet with potential partners.

Visits were paid to: Herning/TEKO Design cluster, Lynfabrikken (graphic design), Mejlgade (architecture), Filmby Aarhus, AGRO Food Park and Alexandra Institute/CAVI (new media). Searches for similar partners are underway in every region - partners who wish to take part in exchange programmes from 2014.

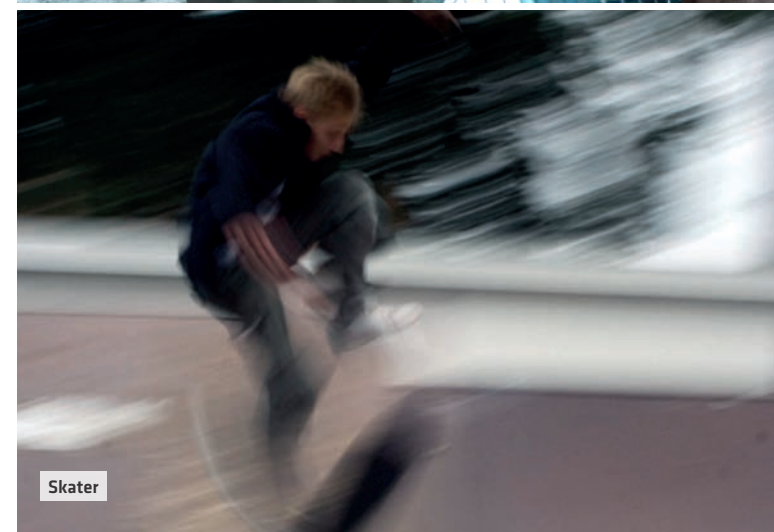
Creative clusters from the Central Denmark Region will visit clusters in select DoC regions, bringing along business cases, product ideas, methods, processes, technologies and competencies. The first step is bridge building with inspiration and learning followed by specific possibilities for collaboration. The project wraps up with a final exhibition and conference in 2017 as a part of Creativity World Forum.

■ **Creativity World Forum 2017** Creativity World Forum is organized every year, bringing together heads of state, entrepreneurs and knowledge institutions with the purpose of exchanging ideas and strengthening the regions as incubators for creativity and innovation.

We are working on welcoming Creativity World Forum to our region in 2017 as a culmination of the effort regarding creative industries. The theme for the event is Solutions. Here we will present the collaborations, products, concepts and solutions that resulted from the camps, caravans and meetings taking place from 2013-16. We expect 3.000 international participants and a total of 10, 000 guests all in all.



Socle du Monde, Heart Museum



Skater

## RETHINK VALUES: DEMOCRACY, DIVERSITY & SUSTAINABILITY

Our third programme area highlights three core values: democracy, diversity and sustainability. These are at the heart of our understanding of culture and our efforts to rethink urban societies of the future. **AARHUS 2017** will translate these three values to tangible activities, and use them as the foundation for projects of local as well as European relevance.

The programme emphasizes participation through dialogue and debate, which points towards new and more sustainable models for modern urban societies in a postmodern culture on the verge of an ecological age - the key to the so-called new paradigm. Values can both connect and divide diverse groups across society. The ECoC provides an opportunity to create spaces to connect and positively express different values leading to greater understanding and respect.

Civic participation is crucial for finding viable solutions for European and global challenges. For this reason, civic activities have both contributed to, and will play important part of the programme. Projects have resulted from a wide range of in-depth citizen dialogues, in settings such as universities, libraries, residential areas and with a range of grass root networks, local media and cultural institutions. The projects engage European networks on both professional and citizen levels.

The programme has 11 focus areas with a total of 34 projects. Many of these are long term projects culminating in 2017.

- Focus: Cross Cutting
- Focus: Re-engaging Citizens
- Focus: Freedom of Speech
- Focus: Another Aarhus
- Focus: Intercultural platforms
- Focus: The Third Age
- Focus: Outsider Art
- Focus: Gender, Body and Art
- Focus: City, Citizens, Sustainability
- Focus: The Greening City
- Focus: Waste, Art, Recycling

### FOCUS: CROSS CUTTING

These first five projects cut across or exemplify all three of the core values: democracy, diversity and sustainability.

**Aarhus Charter 2017.** A charter for all of the participating organisations in **AARHUS 2017** outlining the guiding practices and principles they agree to. These include, but are not limited to openness, accessibility and diversity in programmes, audiences, management and staff, as well as careful use of energy and resources. The charter demonstrates the willingness of the two hundred engaged institutions and businesses to assume a larger social and environmental responsibility. The charter also aims at equipping and preparing the institutions for becoming more diverse and sustainable.

An example has been set by the local energy supplier NRGi who is offering support to relevant museums and cultural institutions in the region, for reducing energy consumption, after a pilot project with the Aarhus Concert Hall. Partners include Ældresagen, Handicaprådet, SIND, Foreningen LigeVærd, Blindes Oplysningsforbund, Integrationsrådet, NRGi as well as the Climate Secretariat.

**City, Citizens, Values.** For three weeks in each of the three years from 2014 to 2016 we will engage the city and region in rethinking our core three values democracy, diversity and sustainability. This will happen by enhancing three international scientific conferences scheduled to take place at Aarhus University. Activities such as camps, lectures, films, workshops, exhibitions and performances with local schools, civil associations, community groups and cultural institutions will supplement the conferences. In 2017, a fourth and extended conference will take place over a whole month, with **Aarhus University, VIA University College, FO Aarhus Evening Schools, Open University**, as well as European organisations, as main collaboration partners.

**Global Citizen RETHINK 2012-17** is an independent, open EU-funded social learning platform for collaboration and knowledge sharing, based in Aarhus. Participants can develop sustainable solutions and answers to global challenges, focusing on social, cultural, economic, environmental and demographic sustainability.

Every summer from 2013 to 2017, the Global Citizen Rethink Camp on Sustainability will activate some 1,000 participants. It will culminate in 2017 with the largest citizen-to-citizen meeting of its

kind, inviting 5,000 problem solvers from around the world to rethink future global challenges. The concept was recently tested in June 2012 where 400 European citizens met for an EU funded citizen gathering in Aarhus for a hugely successful launch.

**Mejlgade for Democracy, Diversity and Sustainability hosted by The Frontrunners.** The **Frontrunners** are a highly active, independent youth community, who have hosted an annual street festival called "Mejlgade for Diversity" ever since a violent assault took place in 2008.

Every year, Mejlgade for Diversity attracts thousands of young people to the street called "Mejlgade" in the city's Latin Quarter. ECoC2017 supported the project's last event in May 2012 where the street was transformed into a free entry street festival with more than fifty participating bands and artists.

The concept has expanded to now being "Mejlgade for Democracy, Diversity and Sustainability". Young musicians, graffiti artists, urban gardeners and activists take over and interpret the three values via activities for mind, body and heart alike. In 2017 other European streets will be invited to take part in three vibrant weekends, where the Aarhus youth will express its belief in a better world. The Frontrunners collaborate with more than 25 partners, including the **Kaospilots, VIA University College, Kulturgynge and The Jutland Art Academy**.

**The Seven Deadly Sins.** Seven art museums in the region explore the seven deadly sins: pride, greed, wrath, lust, gluttony, envy and sloth. An artistic interpretation of a common European value system! This ambitious artistic rethinking of an aspect of our common European identity will emphasise the relationship between art and society.

From medieval sins, able to decompose society, to a present day perspective on sins as obsolete in an individualized culture where the sins are no longer sinful. This project will provide a fantastic space for provocative art and heated discussion. The exhibition will be hosted by **Randers Art Museum, Horsens Art Museum, the Skovgård Museum, Skive Art Museum, Holstebro Art Museum, the Museum for Religious Art and Glass Museum Ebeltoft**.





Carte Blanche, Viborg Library



## FOCUS: RE-ENGAGING CITIZENS

Active citizenship is at the core of this initiative, which aims to enhance public participation in society. The need for new approaches to local democracy and greater public participation is a challenge across all European cities using new platforms and formats of debate, learning and dialogue. Forming new formal fora as well as supporting the informal encounters is the key. Creating new platforms and forums for learning, debate and dialogue as well as supporting

Aarhus is known for a very active local democracy policy, the existing Aarhus Model for Citizen Involvement which is seen as “best practice” in Denmark. But the city wants to reevaluate this under the somewhat provoking headline of **Goodbye Citizen Involvement**. This endeavour is a sincere attempt to go from the standard models of consultation and compulsory involvement to a much deeper level of collaboration between citizens and the municipality. This is a bold move with a many of possibilities. The long term project will start in the social housing areas of Gellerup and Toveshøj with the opening of a citizens driven laboratory for supporting local engagement and citizenship in the community in the autumn of 2012.

**The City Council for Children and Youth in Aarhus** (for young people under 18) will invite likeminded European youth councils to rethink democracy at the youth level in their project **European Youth Consensus**. From 2013 to 2016 an extensive platform for knowledge and networks will be created. This will involve annual exchanges of 100 politically active young people from cities with established connections, including Bergen, Gothenburg, Åbo, Richmond and Peterborough. The project will culminate in 2017 with a European Youth Summit on democratic principles.

Another way of initiating the process of re-engaging citizens is this key initiative which champions micro projects for macro change. **1,000 (initiatives) x 10,000 (Danish kroner)** is our idea of making the most out of 10 mil DKK. We will start small, and we will start far out! The project will be launched the 1st of January, 2013 and will continue until 2017. Funding will be awarded thematically - under headings of democracy, diversity, sustainability and youth.

Awards will be given to individuals, informal community groups and organisations, green projects, residential areas, schools and

high schools. Requirements for funding are that the projects generate value by activating social capital through voluntary work and that they “make a difference”. Supporting these micro projects may kick start larger projects that would have otherwise never gotten off the ground. The funding will also support initiatives that may not have been possible due to lack of local funding or complicated application processes. The funding will support initiatives, which would otherwise face difficulty due to lack of local funding and/or complicated application procedures.

**From Library to European House of Citizenship.** Active citizenship is central as the **Urban Mediaspace** which will open in 2014. This major cultural flagship project will be a visionary statement which lifts the concept of a library to another level. One aspect of the project is to make the main library into a European house of citizenship. Citizens, communities artists, media and cultural institutions from Aarhus and other European cities will be engaged in the development of an open, democratic and innovative space where a constant flow of ideas, meaning and knowledge.

The library project **■Demokrateket** (a neologism formed by the Danish words for democracy and library) will house new networks and links with media organisations, citizens and key players within development of democratic practice. Demokrateket will be a centre for democracy and innovation leading up to 2017 with local and global platforms framing a rethinking of the city as an open and inclusive arena supporting a dynamic culture of debate and dialogue. Inspired by other European forums, this space will also house ongoing European debate, where European voices and thoughts can be expressed and linked to European focal points and cultural events.

**■Tracking the European DNA** (DNA for short) is another library based project. DNA will highlight and inform local, national and international visitors about the significant European heritage of Aarhus. We will describe the European genome of Aarhus –peoples, places and traditions - though a combination of individual and collective DNA mappings, made visible though installations and media in central urban spaces as well as online where citizens will be able to print their family European passports.

**■Pillars of Democracy** On a regional level, we will challenge the 600,000 visitors of public libraries to engage in new and dynamic debates, conversations and the digital enlightenment. The region-

al network for libraries has taken on the task of revitalising the role of the library along two tracks: debate and learning. This includes parallel transregional debating days at all 87 libraries where current issues are addressed; direct democracy experiments with voting on important local and regional issues, physical transformation of the library itself along with formats for entirely new learning spaces. All 19 municipalities are expected to join and at least 30 percent of the citizens are expected to contribute to the project. Organised by the Regional Library Forum.

### FOCUS: FREEDOM OF SPEECH

The ECoC is an ideal opportunity to highlight and celebrate artists who on a daily basis struggle to retain freedom and independence. The so called “Mohammed Crisis” or “Cartoon Crisis” is among the most controversial topics in recent years and originated in our city. With this in the background, we illuminate the issue of freedom of speech as well as the responsibilities of free speech.

From 2012 to 2016 we will investigate the role of the notions of freedom and responsibility in a world where free speech, faith and values continually interact and collide - in the arts, media, culture and politics. The programme includes international seminars, conferences, live transmissions and creative and event based activities in literature (2013), visual arts (2014), film and media (2015) and music (2016).

The project will culminate in 2017 with a **Liberty Festival** carried out in collaboration with a number international organisations working for the right of artists, journalists, musicians and writers to speak, write and sing freely. Partners will include **Freemuse**, **ICORN** and **The European Council of Artists**.

### FOCUS: ANOTHER AARHUS

The ability to go beyond accepting cultural diversity as a fact in European urban culture and to actually engage with the huge potential it is vital to for ensuring that cities become neither monocultural or sub culturally segmented. This is one of the major challenges of the European city. Whilst lines of national cultural division are dissolving, other lines of demarcation are increasing and are perhaps more difficult solve.

**Rethink 8220** Developed after years of debate, is the city of Aarhus' most pressing agenda. The launch of a comprehensive regeneration programme will provide ECoC2017 with a major plat-

form for cultural and urban action. The social housing project in Gellerup and Toveshøj, built in the 1970's, is exemplifies of cultural diversity. Of the 10,000 residents, 83 percent have other ethnic backgrounds than Danish. At the same time, the area is the most impoverished in the country, a designated ghetto by the government, distanced from the rest of the city on both a geographic and a psychological level.

A comprehensive transformation is currently in progress and **AARHUS 2017** will ensure a strong cultural dimension in this process. A local foundation has been developed comprising the residents association, housing association and local cultural organisers. A five year cultural plan is envisaged with co-investment from all partners. In 2013, the focus will be on activities which open up the neighbourhood and generate exchange of ideas at the local and European levels. From 2015, the project shifts focus to competence building and programmes in the public space. In 2017, new narratives, new spaces and discussions will be presented.

There are many site specific projects and these include: ■ **Radar[8220]**, which will present world music of high quality, support the local pool of talent and, at a later point, establish a local music venue. ■ **From Godsbanen to Gellerup** is an ambitious artist in residency project to rethink art in the public realm, engaging residents in cultivating their neighbourhood, through an open and inspiring process involving experienced artists from other European cities.

■ **Cross Roads** is an exchange project with SLUM TV in Nairobi, Kenya. The project invites young people from disadvantaged areas to document their everyday life. ■ **BabTouma** will be a vibrant centre for spectacle, circus, dance, rap and parkour in the centre of Gellerup aimed at the 4,000 or so children living in the area. In 2017, other international exchanges and artist-in-residencies will take place. The road to 2017 will be marked by ■ **Jalla Festivals**, open, intercultural platforms of positive theatre, dance and music for children, young people and adults.

The multi-cultural indoor market ■ **Bazar Vest** has grown in recent years into a visitors attraction and almost cultural institution in Aarhus. From 2013 the market will tour around Aarhus and other Danish cities, presenting food, music, performance and true bazaar spirit.

Key partners in these projects are **Brabrand Boligforening** (housing association) **City of Aarhus**, **Bazar Vest**, **Gellerup Library**, **Mediehus Gellerup**, **Foreningernes Hus**, **Globus1**, **Samvirket**, **The Freight Yard**, **Opgang2** and **Radar**.

**Another Aarhus** is the title of an inspiring book published in 2009 with positive stories from socially disadvantaged areas of the city. The book points to culture as a powerful force for positive change in these areas.

**AARHUS 2017** has partnered with two social housing associations; **Boligforeningen Aarhus Omegn** and **Arbejdernes Andelsboligforening**, who administer around 10,000 flats, and are committed to cultural investment to instigate local change. Together, we plan to invest in selected residential blocks and neighbourhoods throughout the city; fostering art and culture as part of long term social projects, such as communal kitchens, women's projects, street sport projects, greening projects and exchanges with other European inner city neighbourhoods. Starting points will be the already engaged and active local neighbourhoods and the sense of strong collective spirit that characterises Danish social housing, which was built on a co-operative model of ownership.

The perhaps polemic headline **The Creative Ghetto** stands for a large scale manifestation with a strong European dimension. The project will build on the main intercultural connections between Aarhus and many European cities with citizens from Africa, Asia, The Middle East and Eastern Europe. It will included so called ghettos in Aarhus, Horsens, Randers, Odense and Copenhagen and a number of European Cities including Liverpool, Nottingham / Leicester, Malmo, Marseille, Gothenburg, Utrecht and San Sebastian. A collective manifestation with exchanges between areas of high ethnic diversity and considerable social challenges.

In **We're Here!** the intercultural theatre **Opgang2** utilise their experience from previous projects to engage in a large media project on diversity in the city. A provocation of hope, edge and passion. Scheduled for 2017 the project will portray citizens, villages, language schools and suburban residential streets cutting across gender, age, ethnicity, religion and cultural capital in a display of hope, edge, passion, courage, ambition and curiosity.

In **Beneath the Surface**, local theatre company **Teaterministeriet** will work with homeless people over the coming years to find sto-





Images Festival



Somalia Festival, The Concert Hall, Aarhus



Images Festival

ries and develop plays with and for homeless people. The performances will create greater public awareness and create debate on the issue of homelessness. The project will also increase the quality of life for the participants.

In 2017, the new community centre in Viby, which will open in 2015, will build on the legacy of the "intercultural school" in Viby by hosting the project **World Calendar**. A homage to the diversity of the city and local area, including 365 individual activities such as Afghan weddings, Arabic concerts, Indian feasts, Egyptian debates and Vietnamese puppet workshops. Honouring diversity, the festival will enrich, inform and combine different traditions.

**Aarhus Global Media** (AGM) is an independent alliance between Indvandrer TV, Rådgivnings Bazar, Children and Youth Radio & TV and others. This alliance links local efforts with European media networks working with cultural diversity as a key factor. They are engaged in several ECoC2017 projects.

The first of these will be the **European Media Centre** for children 3-15 years in the new community centre in Viby. Formal partners include Roma Youth Radio, Radijojo in Berlin and Radio Expert in Brno. The project **DiverSities 2013-17** brings together 17 community-based television stations in a co-production of 17 projects based in Aarhus and the other participating cities.

**Periscope 2014-17** invites European young people between the ages of 8 and 12 to Aarhus as a first step towards establishing a common European TV-programme made by and for young people. This project is collaboration with Youth4Media, a network of European Media Organisations from 22 countries. In 2017, the European conference

**Rethink Community and Community Media** will be held in Aarhus and the first **European Community Media Award** will be presented. The conference is open to all active European community-based media organisations. Partners include CMFE, NORDSAM and AMARC Europe.

**Aarhus-Nicosia-Belfast 2015-17** is a specific collaboration between European Community Media Centre Aarhus, Cyprus Community Media Centre Nicosia and Northern Visions Media Centre Belfast evolving around intercultural dialogue, media education and exchange.

## FOCUS: INTERCULTURAL PLATFORMS

The need to cultivate the intercultural potential of the city and to highlight cultural diversity as a resource for the local business, cultural and educational sectors has been clear for a long time.

**AARHUS 2017** has engaged a number of local intercultural institutions in forming viable links in the city, to Europe and to the world.

The city's language school **Lærdansk** has 2,700 students of 116 nationalities. 70 % are between 20 and 35 years old, and more than 60 % from Europe. The wealth of languages and cultures can play a role in generating a more open and welcoming attitude towards new citizens. These new citizens also have a wealth of knowledge and energy to invest in the city.

Lærdansk will establish a new **Online Intercultural Platform**, which includes functions such as networking, information sharing and mentoring, along with debate and dialogue covering contemporary global topics and uniting current, past and future students. This initiative will create an interface between Aarhus and Europe.

Inspired by the **Centre for Interculture in Copenhagen**, a Centre for Intercultural Knowledge and Experience will be established in Aarhus. The main vision is to enhance active participation of minority communities in local cultural activities and to support diversity in cultural institutions. The centre will be a laboratory for international outreach projects. A conference on the topic "intercultural city" in November 2013 will mark the beginning of the activities. Partners include **Lab for Culture**, **Nordic Intercultural Network** and **European Cultural Foundation**. Local partners are **Lærdansk Aarhus**, **Public Libraries Aarhus**, **Aarhus University**, **International Community** and the local international associations.

The **Images Festival**, organized by the **Danish Centre for Culture and Development**, is the largest intercultural biennale of its kind in Scandinavia, presenting surprising and provoking contemporary art from developing countries. Festivals are planned for 2013-15 and 17 in Aarhus. In 2017, the plan is to combine the festival with a Danish / European framework, inviting artists to coproduce works of art and using cities both inside Europe and outside Europe, as a common thread. The project will be based in the most culturally diverse parts of Aarhus, with strong ties to The Royal Academy of Music Aarhus, Opgang2 Theatre, the Odin Theatre and the children's cultural centre, Kulturprinsen in Viborg.

## FOCUS: THE THIRD AGE

The European urban communities face the challenge of an aging population. However, the elderly population of today is energized and engaged with society in ways that can contribute to revitalising and enriching culture. Several civic organisations for older people are part of the **AARHUS 2017** project, underscoring the important resources of the older generation. An example is the EU-funded Grundtvig Volunteering Project, which explores new formats for activating the older generation. The project starts in August 2012 and will build networks in e.g. Poland and France and facilitate mobility through exchange programmes between local communities and communities in a European exchange programme of volunteer organisations for older people. Another example is projects aimed at older people that will be based in a new community centre in Carl Blochs Gade, close to Godsbanen/The Freight Yard.

## FOCUS: OUTSIDER ART

The concept of diversity also includes citizens with physical and mental disabilities. With five million Europeans diagnosed as having a mental illness, mental health is a highly important issue. With assistance from artists, people who experience mental illness, mental health professionals and social health departments, we challenge the concept of “normality” and use the arts as a connection between “the normal”, “the abnormal” and “the gifted”.

The **GAIA Museum** in Randers houses the European Outsider Art Association. Over the next four years the project **Collecting = Connecting** will facilitate cultural co-creation in five European hubs. On both sides of the elusive definition of normality, artists will collect; reshape and transform garbage, waste and other deteriorated or imploded everyday objects into an organic and sculptural display. Key partners are Atelier Herenplatz in Rotterdam, Debajo Del Sombre in Madrid, CEC La Hesse in Belgium and the European Outsider Art Association.

**Splittergale** (Completely Mad), **Teater Billedspor** and **Karavana** are just a few of many theatre, art and music groups working with the notion of normality. **Madness in the City** takes music, performance, Romani festivals, homeless galas, madness theme parks and nomad villages to the streets, residential areas, shelters and commercial offices.

**Sølund Music Festival** is the largest European festival for physically and intellectually disabled people. Without fancy visions and

with almost no funding, the effect of this boost of culture lasts far into the cold winter. The festival invites people to leave the daily grind behind and join a fun and very different day - 12 hours of music and love along with 15,000 other people. The festival rethinks integration by giving the minority the lead role. So called “normal people” are not allowed in!

Artists, patients and professionals from the Psychiatric Hospital in Aarhus have proposed the project **Width of Creativity**. Mentally ill patients engage in creative learning courses that lead to unique works of art. The main partner is Museum Overtaci, which already houses a unique collection with hundreds of works of art produced by patients of the hospital. In 2017 the museum will invite a number of European partners to contribute to a special exhibition.

## FOCUS: GENDER, BODY AND ART

This brash headline represents a series of projects concerned with European notions of womanhood. The theme will be expanded and developed to encompass current gender based issues in an era where science and surgery can deliver “perfect bodies, where sexuality can be supplied in many variations and where definitions of gender are increasingly complex. However, boundaries, rights and taboos are certainly not a thing of the past and this theme will be looked at from many perspectives. Three key projects illustrate the potential of the theme.

The **Women's Museum** in Aarhus has worked with gender research, female empowerment and feminist arts for decades. The museum will conclude an extensive research project in 2017 called **Women in Europe**. Partners include museums from eight European countries, such as Haus der Frauengeschichte in Bonn, Centre of Women's Studies and Policies in Sofia and Icelandic Women's Rights Association in Reykjavik. Bibliographies, autobiographies, stories, memories, artworks, installations and life stories illustrate women's life from 1958 to 1988 and their impact on future European gender construction. In 2017, the project will be presented as a visual and interactive exhibition touring other European museums. A programme of European performance, film, media and music will be curated involving some of the main artists and activists.

Notions of body and gender are analysed in **Bodytalk** at **Glass Museum Ebeltoft** in a global and contemporary context. Classical ideals of the harmonious and athletic body as well as contempo-

rary modified copy/paste specimens are taken into account. Local, regional and European glass artists, as well as cultural and educational institutions rework and reinterpret body and gender. They invite the audience on an interactive journey into the mythical, cross aesthetic and gender critical exhibitions, lectures, screenings, workshops and seminars, confronting the future market of body and gender in 2050.

**Filmbyen** will collaborate with European partners and invite 27 European film directors to create **Maria Europa**, a poetic realistic documentary. 27 girls and women from 27 European states and all with the most popular girl's name are portrayed in 27 episodes of 3-7 minutes each. Each Maria shares a moment from her life. They include a 35 year old attorney from Marseille, in the middle of the trial of her life, 80 year old Maria from Birmingham living in a nursing home, 14 year old Maria from Aalborg at her first communion and 6 year old Maria from Milan her first day of school. The premiere will be in all of the European countries on Europa Day. Partners are **Filmby Aarhus**, **North Sea Screen Partners**, **Shareplay**, **First Motion**, **Eurovision** and **Cine Regio**.

## FOCUS: CITY, CITIZENS, SUSTAINABILITY

As an ordinary citizen, climate change and environmental issues can sometimes be too abstract to grasp. To engage citizens in the ambitious climate strategy of the city, we need tangible and visible initiatives.

**Go Green** is a printed and digital map of green projects and activities in Aarhus, established in 2010 by **World Perfect**. In the coming years the project will involve other European cities, such as Berlin, Gothenburg and Marseilles. During the summer of 2017, a large Go-Green Week will be held in the city, with conferences, workshops, exhibitions, guided tours and urban greening. The concept may be extended with a regional dimension, including green knowledge, green resources and initiatives along with green guides, trips and on going consultancy.

How is it possible to rethink the energy supply and consumption of an entire island? On the small island of Samsø, a short boat ride from Aarhus, the recipe was a combination of creativity, citizenship and sustainability. Today, all energy is produced locally, and the island is an international role model. In **Samsø Version 2.0** the **Energy Academy of Samsø** takes on the role as mentor, role model and laboratory for new projects in other local communities





Urban Guerilla Gardening, Aarhus



Urban Guerilla Gardening, Aarhus



Urban Guerilla Gardening, Aarhus

in the region. In 2017, a large energy festival takes place on the island. The festival offers events, workshops and other activities with scientists and artists from networks such as INRES, BIOMOB, Cradle to Cradle Islands and partners from islands and isolated communities in the Mediterranean and the Baltics.

### FOCUS: THE GREENING CITY

Greening of the urban space - plazas, streets, walls, rooftops, bridges, facades, shops, malls and residential areas is an aesthetic, artistic and social challenge.

An initiative of the social housing association Ringgården, Center for Urban Art and interested citizens, the project **Green Quarters** creates urban parks, mural gardens or an entire residential area with window boxes. The project is documented through fifteen minute television episodes, which will highlight alternative citizen engagement strategies. In 2017, the green quarters will be open to tourists, citizens and professionals with an interest in greening and urban gardening.

**Staging the Green** offers creative, artistic stories about the green identity of the city through often alternative micro projects. These could, window boxes, grapevine backyards, floating gardens or living spaces in the harbour. The green areas are not only recreational, but also seductive and fantastical installations of international quality. A pilot project is the establishment of a vertical garden in Mejlgade, currently in the making. Partners include **Center for Urban Art** and **Mejlgade Lab+**.

**A Quadrennial for Sustainable Art** will be established in the urban public space of Aarhus. This initiative builds on the official Nordic exhibition **RETHINK** Climate which was presented as part of COP15, produced by Alexandra Institute, Aarhus. It will include anything from site specific installations and interactive design objects to architectural and sculptural such as green ways of living, new organic habitats or living sculptures.

Art will provide innovative suggestions to the transformation of our modern urban lifestyle. We will make use of technology that makes the invisible visible, e.g. air pollution or energy consumption. Partners include the **Alexandra Institute**, **Future Cultures Network**, **Cape Farewell**, **Arts Admin**, **Nordic Arts Centres** and the private business **Redia**.

### FOCUS: WASTE, ART, RECYCLING

Waste is a massive challenge in big cities all over the world. As a response there is an increasing European focus on re-use and cradle-to-cradle thinking.

**Re-Use Aarhus** A new type of recycling centre, incorporating culture by combining recycling with creative and experimental workshops in order to raise awareness around issues of waste. The hidden potential of waste is articulated and presented through thematic activities, waste installations, art projects and alternative urban narratives. The project will be based between The Freight Yard and Institute for (X). Partners are Bureau Detours, World Perfect and the city's waste department.

■ **Re-Use Festival** stages garbage in a global context, as international artists work with materials such as wood, plastic, metal and paper. Inspired by Slum City in the Aarhus Festival 2010, we show how to transform garbage and waste. The Freight Yard invites artists, designers and architects to artist-in-residencies. For ten days, the Freight Yard will be filled with workshops, art and music. Artists from Africa, Asia and Latin America will be invited to take part in the project and exhibitions.

■ **ReMida ReUse** is a centre for creative recycling, based on ReMidas methods from Italy. The main theory is that learning has to involve action, and that intelligence is not something we have, but rather something we acquire or do. ReMida Randers will link with other European centres through a digital platform. The vision is to present a final work of art in 2017 under the Festival for Children's Culture. Five other European centres participate.



Light-landscape and voices by Elle-Mie Ejdrup

## INTRODUCTION TO THE 2017 PROGRAMME

The 2017 programme does not exist in a vacuum. Culminating after a pre-programme period of four years, testing and trying projects to ensure quality, has built awareness, created expectations and raised ambition. Many storylines have already begun, new cultural space has already opened and important themes have been introduced in our prologue.

For a year to function as a programme presenting not only individual experiences but also generating cumulative experience, the programme must allow for individuality and secure common reference points. In our programme, this is ensured by the twelve original monthly events which create a thematic time line across the region and give the year its heartbeat.

The programme for the year is based on three programme areas: **The City, Arts & Creativity** and **Values**, and on the three seasons - Spring, Summer and Autumn, giving the year dramaturgy and flow.

The 2017 programme is a series of thematically linked clusters with exactly one hundred key projects in our bid. Additional projects generated by open calls and commissions in 2014-2016 will build and strengthen the programme.

Projects will be linked by many routes, paths and tracks on many levels - this is key to creating the synergy and the cumulative experiences which is the goal for every ECoC. Without this, there can be no change of perspective or new mind set. As pathways become storylines, we move from cityscapes and landscapes to experiencescapes.

Our programmes are neither hermitically closed nor defined by set art forms, but are interdisciplinary and thematic, open and dynam-

ic, local and European. A number of these routes are already clear - The European route, the green route, the intercultural route, the future route. Many others will be formed - not least by the public - not least in people's own minds.

Naturally, we hope that these routes will lead from well known places to lesser known or unknown places, from well established venues to new and temporary venues, from accepted art forms and viewpoints to radical and challenging art forms and viewpoints.

### SPRING

The opening event **European Voices** opens up our churches for all vocal and choral traditions, all languages and all voices. **Jutland and Europe**, with twelve exhibitions in twelve of our main museums, traces the constant interaction and dialogue between Jutland with Europe from many perspectives over one thousand years and gives our project a clear start with questions of local and European identity.

We look back over a century to 1917 and celebrate the revolutionary with major exhibitions such as **The Revolution of Painting**, and a ground breaking music series **EuOpera** - the radical restaging of six classical European operas.

In projects such as **Sensing the City** and **19 Love Stories** with both new film and literary anthologies, European artists reflect and question local/regional and European identities. Three years of workshops and educational programmes with thousands of children has resulted in the projects **My Aarhus**, **My Hood** and **Re-Member Aarhus**, working with local museums. New voices with new narratives in the city.

The project **Hidden Places** leads us to unknown habitats and no man's lands in our own cities, whilst **MMEx** enables museums

to re-communicate exhibitions with the aid of new media. **The Modern Town in The Old Town** offers a completely new perspective of "our" city.

In Gellerup, Viby and other housing estates, the project **Another Aarhus** presents local projects after several years of development including the first of the series of 52 street parties in the region.

**The Urban Mediaspace** launches its **European House of Citizenship** with online links to other European libraries and initiates a year long dialogue programme with regional libraries on current issues.

Projects such as **Women in Europe**, a long term collaboration between 19 European research institutes, will help remap Europe along with arts, performance and film projects such as the 27 film episodes of **Marie Europa**.

Eight contemporary art centres collaborating on **The European Arts House** present a first season of co-productions with European partners on individual themes related to contemporary European issues, with the key phrases of re-connect, re-tell, re-map, re-play, re-write.

A number of art institutions launch their **Inreach Outreach** programmes and invade quiet neighbourhoods; an example is the Randers Ensemble which sets off to perform **Secret Concerts** though the region.

### SUMMER

**Re -Welcome Europe** introduces the summer programme with 12 contemporary art museums in Jutland connecting the reality of contemporary Europe and contemporary art practice in a very different Europe in a very globalised world compared to 25 years ago in 1992 when the first edition of this exhibition was created.





A series of contemporary art projects, such as ■**Kunst to Go**, ■**Marchine Raum**, ■**Kunst Triennale** and ■**On the Walls** take art out of institutions, into the city and into nature with a strong regional programme where the urban and rural become the main cultural space.

Fifteen regional routes and pathways across the region, link digital, natural and art installations, which are both site and theme specific. Sculpture by The Sea and two other major landscape art projects, located in significant sites, attract many visitors to explore. Beaches will be filled with soundscapes and windscares. In the city, the ■**Playful City** takes over rooftops, walls, parking lots and back yards and the body is back in the city in several cities.

Themes of earth, fire, wind and water link experience and research centres with essential environmental issues, and collaborative work by artists, environmentalists and scientists are presented and debated. We visit 50 ■**Rethink Summer Houses** along 100 km of the west coast which are rented by 50 arts institutions and 12 ■**Rethink Villages** where long term residencies with artists working with residents propose new models of survival. European networks will visit and comment.

The ■**Global Citizens** project invites 5,000 world citizens to discuss world issues after a five year process which started in June 2012 with 450 citizens.

One hundred containers are gradually returned to the harbour from various ports after months, even years of travelling as micro galleries. The biennale ■**Metropolis** invites artists, performers and architects to collaborate and change the city for a month.

In the city, eight existing contemporary festivals take part in a manifestation of cutting edge European art, contemporary music,

film and literature art forms, this year focussing on artists with strong social, political and environmental narratives.

■**Mejlgade for Diversity** creates three celebratory weekends of diversity, sustainability and democracy and invites other European streets to participate.

## AUTUMN

Re-think is taken over by re-imagine, re-create, re-build. Our attention is on the future with exploratory programmes, and on children and youth. ■**The Aarhus Festival** launches us into future alternatives. Seven regional art museums present seven exhibitions based on the ■**Seven Deadly Sins** and provoke essential questions. Will the future have any value(s)?

Eight regional housing projects provide a full scale exhibition space for architectural and design solutions and where projects such as ■**Bauhaus 2017**, ■**Smart Textiles** and the New Nordic ■**Design for Life Quadriennale**, will present work by leading Nordic and European designers.

The digital city is also in focus as ■**The European Biennale for Architecture and Media**, and the ■**Word Creativity Forum** with 5,000 participants concludes years of preparatory design based programmes with 12 partner regions from Europe.

■**Musical Horizons** concludes a three year commissioning of young European talents and present the final results with five works.

■**Utopia and Dystopia** will collect music, literature, film, visual arts and graffiti from cutting edge and young artists, young film and image makers will take us to cities and places of desire and repulsion.

VIA University College and The School of Architecture present student projects with other European schools. The University concludes a four year series of ■**Rethink Conferences** with their “re-imagine” conference.

■**Up and Coming** will be the fourth series of ten festivals in the region where young artists, musicians, theatre makers and media makers present work from local and European artists on the way up. Themes will be futuristic.

The eight venues, galleries and theatres taking part in ■**The European Art House** conclude a process of co-commissioning and co-financing and present totally new work for 2017 – all created in collaboration with local and international artists.

■**Outsider Art** concludes a participatory programme with physically and mentally disabled people, where issues of normality and abnormality blur.

■**The European Children's Centre** will host a series of projects and festivals including ■**Children's Theatre Festival**, a regional cultural festival for children. ■**The Culture Caravan** and the children's project ■**Stepping Stones** lands in Viborg after four years of globetrotting with art and nature as a key theme.

The final ■**Full Moon** event takes place in the new city harbour with digital art, interactive projections and movement engulfing iconic architecture, water with thousands of citizens with other visions of other futures.

## SPRING 2017 - PROGRAMME - THE CITY

■ The city & the citizens ■ The European dimension

### 2,017 PEOPLE FROM AARHUS

Thousands of people from Aarhus tell new tales of their city along with poets, movie makers and photographers. New stories, new voices and new media.

**MY AARHUS** – brand new narrative on the city using new media. Years of preparation is displayed in a new exhibition and in the city.

### HIDDEN PLACES

Secret places in the city are explored by artists and residents.

### MY HOOD

Children's stories on Aarhus

### FESTIVAL OF THE CENTURY

The series of festivals reaches the 20<sup>th</sup>, and focuses on the post-war era – live history, in the living city.

### SENSING THE CITY

Searching for European cities in words, sounds and pictures in ie. Aarhus, Bologna, Edinburgh, Strasbourg, Ghent, Utrecht and Malmö. Similar Cities.

### 19 LOVE STORIES

A series of 19 short films, 19 photo series, 19 stories to create a new and unusual narrative. Film City, Centre for Literature, Galleri Image.

### JUTLAND & EUROPE

12 distinctive, cultural heritage exhibitions at 12 cultural heritage museums. Explores routes, tracks and connections between Jutland, Europe and the world over the past 1000 years. Ia. "Vikings in Europe" – Moesgaard; "500 years for the Reformation" – Museum for Religious Art; "Grand Tours" – Gl. Estrup; "Made in Europe" – Industrial Museum, Horsens; "Grown in Denmark" – Museum of Agriculture.

### MOBILE ART CENTRES: CITY NEIGHBOURHOODS

Mobile structures wraps up 3 years of local "mapping" and activities with a series of micro events and activities in local communities. 52 local areas throw "street parties" one street – one week at a time, all year round.

## SUMMER 2017 - PROGRAMME - THE CITY

### HIDDEN PLACES

Green places

**CONTAINER - CITY** – international project culminating with a container art city - built during 2017 on the new harbour, ever-changing. Frames micro experiments: temporary city, green city, mobile city etc. Travelling containers from cities all over Europe and the rest of the world.

### ROUTES AND TRACKS

14 regional routes crosses the region as an adaptation with artists, historians, scientists and citizens. 15 journeys in time and space – where fact meets fiction and nature meets new media. 720 km - 14 routes.

**Rethink THE VILLAGE:** at least 10 villages as workshops of the future, following 3 years of transformations via ia. artists, events, exhibitions, new architecture, new life.

**PLAYFUL CITY:** City spaces are transformed into playgrounds in a number of temporary spaces: The performative City in Aarhus, Horsens, Randers og Viborg.

### GO GREEN

Green staging, green walls, green roofs, regreening, micro gardens, allotments, green installations, urban farming. Floating from the rural to the urban.

### Rethink THE SUMMER HOUSE

Some 50 summer houses along the West Coast are opened up as miniature museums, galleries and reading cafés. Historically and in the future. 50 cultural installations og businesses "are all going on a summer holiday".

**RE-USE;** open workshops and places of activity, where waste and other materials can be re-used for new structures and purposes. Aarhus: From recycling to new cycles.

### SCULPTURE BY THE SEA

Featuring 60 European installations

**ARTISTIC LANDSCAPES**  
Light, sound & landscapes

**ARTISTIC LANDSCAPES:**  
Land art projects and sand sculptures

### MOBILE CULTURAL CENTRES IN RURAL AREAS

## AUTUMN 2017 - PROGRAMME - THE CITY

**STREET CULTURE** – Street soccer, skateboarding, pakour, BMX, snowpark. Young people from European cities meet all over the city.

### SKATE MUSIC PARK

### WATERLIGHT WATERSOUND

Light and sound artists create new spaces and new experiences on the new harbour front.

### HIDDEN PLACES

Future places

### THE SCENOGRAPHIC CITY

Theatre Reflektion builds surreal urban landscapes in the city.

### FREMIDENS KULTURINSTITUTIONER

Pioneer project where 10 cultural institutions open up, to present new formats for libraries, galleries and athletic facilities.

### UTOPOLIS

Utopias and dystopias presented by the School of Architecture and the European School of Architecture envisioning cities in a world on the brim of collective "self destruction", posing the question: will the city survive. The ecological city.

### EUROPEAN CITY

Nordic City Network project over three years with cities from the Mediterranean and UK culminates w. conferences, exhibitions & installations to structure city spaces.

### FUTURE LIVING

Open house in 8 new sustainable housing areas in the region, new designs, new energy solutions, new architecture, lighting and international exhibitions on housing of the future.

### MOBILE CULTURAL CENTRES IN CITIES OF THE FUTURE

## SPRING 2017 - PROGRAMME - THE CITY

## SUMMER 2017 - PROGRAMME - THE CITY

## AUTUMN 2017 - PROGRAMME - THE CITY





## SPRING 2017 - PROGRAMME - VALUES

## SUMMER 2017 - PROGRAMME - VALUES

## AUTUMN 2017 - PROGRAMME - VALUES

■ The city & the citizens ■ The European dimension

### WOMEN IN EUROPE

A comprehensive European project by the Women's museum with 19 other museums & research centres in EU, about European women in the post war era. Supplemented with exhibitions of visual arts, movies, literature etc.

### MARIA EUROPA

### INREACH OUTREACH

Arts institutions opens up, involves citizens in new ways, creates partnerships with housing areas and associations for the young and the elderly. Randers Chamber Orchestra, ASO, Svalegangen, RADAR, Film City. Odin Theatre etc.

### VOICES OF EUROPE

Voices for churches, lecterns, dinners. Voices resonating god, love and freedom. In collaboration with churches and FO Aarhus.

### WE'RE HERE

Theatre ensemble Opgang 2 with a media project on diversity.

### ANOTHER AARHUS

"Stories" told with i.e. micro museums, open houses in various social housing areas in Aarhus.

### MICRO PROJECTS 100 X 10,000

A local activity programme of projects inspired by local initiatives themed by the events of the year, which all contribute to the community. Focus: home.

### SEVEN DEADLY SINS

Seven museums, exhibitions inspired by the seven deadly sins. References going from the Middle Ages to today. Art/ cultural legacy/ethics. Debates, media projects, learning etc. Museums in Randers, Silkeborg, Herning, Holstebro & Viborg.

### FIRE AIR WATER SOIL

New experience- & learning centres in the region, inspired by the forces of nature

### SMUKFEST

Camp Create - eco & music

### SAMSØ 2.0

Festival to complete and finalise projects - possibly more places in the region - EU conference (island collab.), "wind art" etc.

### SAND SCULPTURES

### MEJLGÅDE FOR DEMOCRACY, DIVERSITY AND SUSTAINABILITY

Young artists, urban gardeners and activists stages the three values with activities for mind, matter and magic. Other European streets are invited to participate in three weekends, where young people manifest their faith in a better world.

### OFF ROADS FESTIVAL

Landscapes in Mid- & West-jutland are transformed with international artists and local communities.

### GLOBAL CITIZEN RETHINK

Three year learning project. Finishes with 1,000 citizens meeting to discuss the challenges of the world.

### EXCHANGES WITH EUROPE

High schools, comprehensive schools, streets. I.e. "house swaps"/couch surfing.

### ANOTHER AARHUS - IN A DIFFERENT EUROPE

Transformations of city spaces, greenings and common spaces.

### MICRO PROJECTS 100 X 10,000

Focus - green projects.

### MADNESS IN THE CITY

Outreach activities with i.e. "De Splittergale" (completely mad).

### SØLUND MUSIC FESTIVAL

Largest European festival for the mentally challenged.

### OUTSIDER ART

Exhibition with European Outsider Art, Randers. Symposiums/ workshops etc.

### DRAMA WORKS

European children enacting new European drama

### CULTURAL CARAVAN

European festival for children's culture. By, with and for children.

### STEPPING STONE

A 3 year global project with children, nature & science.

### ARCHITECTURE EXPERIMENTARIUM: CHILDREN, SPACE & ARCHITECTURE

Involving children and young people in urban planning. Architecture as part of children's culture.

### EUROPEAN YOUTH CONSENSUS

### THE CREATIVE GHETTO

Diversity in Europe inspired by local communities, media links to large cities. Exchanges with i.e. European Cultural Centres, European Community Media etc.

### RETHINK 8220

Manifesting the creativity inherent in the so called ghettos - Copenhagen, Aalborg, Malmoe, Stockholm, Hamburg, Utrecht, Marseille etc. participates with food, fashion, music and images.

### ANOTHER AARHUS

Expectations - focusing on children and young people - projects, learning projects etc.

### MICRO PROJECTS 100 X 10,000

Focus - the outside world.

REGIONAL LIBRARIES CREATE SPACES FOR DIALOGUE AND ACTION

DEMOCRACY

OPEN LEARNING

DIALOGUE

PROJECTS

LOCAL COMMUNITIES

CITIZENSHIP

## SPRING 2017 - PROGRAMME - VALUES

## SUMMER 2017 - PROGRAMME - VALUES

## AUTUMN 2017 - PROGRAMME - VALUES



## 2.3

### How does the city plan to **choose** the projects/events which will constitute the programme for the year?

One of the main aims of this project is to involve the communities, the arts and the cultural sectors in the program. The **AARHUS 2017** programme is expected to include some 250 projects. The vast majority of these projects will be proposed and managed externally i.e. by cultural organizations, networks, local authorities, community groups, independent artists and producers. We envisage that up to 90 % of the projects will be externally managed. In this respect **AARHUS 2017** is not a program which can be “directed” or “chosen” in a narrow sense of the terms.

However, a clear strategy has to be made to ensure both quality and coherence. The **AARHUS 2017** Foundation is overall responsible for securing a high level of artistic and thematic quality in the final programme, and ensuring a balancing of the agreed parameters of the program - i.e. geographic distribution, thematic, typology, and securing the basic criteria of a European dimension and a local dimension are fulfilled

#### CALL FOR PROJECTS

The overall programme concept including two transverse programme strategies and three programme areas are described thoroughly in the response for question 1.3. The concept structures our presentation of programmes and projects in the response for question 2.2. The programme will be formed and selected in four steps:

- **Primary project development:** We have been through an extensive program building phase with our partners and operators. Our main objective was to inform operators of the concept of Aarhus 2017, and develop ideas for projects – a process of positive “selection”.

- **Prequalification:** These projects are tentatively included in this bid, and will have the status of “pre qualified” for the call for projects in 2013. We have focused on regional network projects, long term collaborative projects, major urban projects and long term international programmes. The Aarhus 2017 Foundation will grant funds for individual projects. Contributions from the Foundation may however vary from the budgets submitted by the project owners.

- **Open calls 2014:** will focus on co-productions, festivals, major exhibitions, media based projects and international projects.
- **Open call 2015:** This final call will focus on smaller projects such as youth projects, community projects, children’s projects, touring programs and local initiatives.

Furthermore the Aarhus 2017-foundation can support spontaneous and unplanned events in 2017, which links to other projects.

#### THE SELECTION PROCESS

The programme director of the **AARHUS 2017** Foundation will be ultimately responsible for the ongoing development of the programme concept and for ensuring high artistic quality. The programme director has complete artistic license, and will involve the programme council in the selection and development process.

The programme director portfolio is thoroughly described in chapter 3.1.3, the programme council in chapter 3.1.1.

Each project owner is responsible for the artistic content – ie. artists, artworks etc. – of their respective projects.

Prior to the open calls, the programme director will; organise preparatory meetings for prospective project owners, help with application forms and encourage applications from marginalised groups and communities.

Following the three program calls in 2013, 2014 and 2015, the programme director and the programme council will compile and submit a proposal of selected projects and suggested 2017-funding to the board. The Board of Governors will make the formal decision of funding based on this proposal

#### LOCAL AUTHORITIES AND THE REGIONAL DIMENSION

As **AARHUS 2017** has a strong regional dimension, one of the aims will be to ensure a solid, local involvement in the programme. An important aspect of this is to ensure that local projects, which are selected, have local backing and that there is logic to the programme which is rooted in all nineteen municipalities in the region.

The funding commitment by local councils is primarily to secure a level distribution of projects in the region. We aim to ensure that local programs are selected on the basis of mutual agreement between the **AARHUS 2017** Foundation and the individual local councils.

Similarly, dialogue with The Central Denmark Region and the Growth Forum will ensure the distribution of funds reflects the criteria, which are the basis for the funding appropriations. The regional coordination group will be involved in decision in order to secure strong local ownership and backing for local activities. More on the regional coordination group, and the interaction with local authorities in responses for questions 3.1.1 and 3.1.2.



Smukfest, Skanderborg, Mike Sheridan



# III. ORGANISATION AND FINANCING OF THE EVENT

## 1. ORGANISATIONAL STRUCTURE

### 3.1.1 What kind of structure is envisaged for the **organisation** responsible for implementing the project? What type of relationship will it have with the city authorities?

As outlined in our preliminary bid, organising an ECoC project is challenging, because of the complexity of the project, and because it is a developmental project which is split into several staggered phases.

The formal organisation must be able to act within an informal network organisation with many collaborative and partnership relations. **AARHUS 2017** is characterised by the majority of projects being managed by external partners.

The **AARHUS 2017** Foundation will be responsible for executing the programme. Securing ongoing and structured dialogue with cultural institutions, networks, municipal departments and civic associations responsible for the individual projects, will all be a large part of the Foundation portfolio. This includes ensuring coordination, maximising synergy, optimising project content and marketing etc.

#### THE AARHUS 2017 FOUNDATION

The **AARHUS 2017** Foundation will be implemented as a commercially operated foundation. Local and regional authorities have agreed upon the organisation and constitution of the board of governors. Aarhus City Council approved the articles of association on the 9th of May 2012.

The articles of association have been added to this bid as an appendix.

The Foundation will be established by Aarhus City Council immediately following the jury's decision, provided Aarhus is awarded the title, thus making it possible for the board of governors to constitute and conduct the first meeting during the autumn of 2012.

#### THE OBJECT OF THE FOUNDATION

The objects of the Foundation is described in paragraph 4 of the articles of association. According to these, the Foundation must:

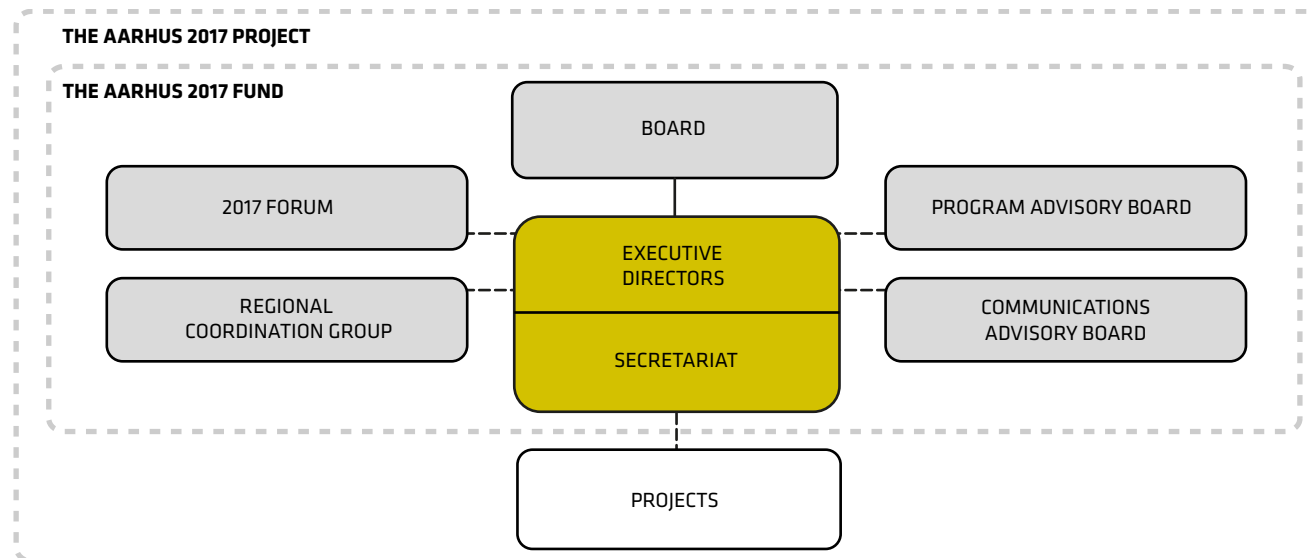
- support the long term development in Aarhus and the Central Denmark Region and also underpin the significance of arts and culture. The cultural programme will contribute to a strengthening of the diversity of European culture.
- increase awareness, visibility and attraction value nationally and internationally, while creating a higher level of cultural cooperation and dialogue within Europe.
- plan and carry out host activities in relation to European Capital of Culture 2017, and support events and projects before, during and after the capital of culture year 2017.
- employ creativity, innovation, knowledge and experimentation to fuel human development and economic growth in Aarhus and the Central Denmark Region.
- secure a more active citizenship through comprehensive and active participation, while increasing involvement from the business-, the cultural and the research and learning communities during preparations and execution of **AARHUS 2017** and subsequently.
- support the development of open and vibrant urban environments to further diverse communities.
- support interdisciplinary collaborations focusing on the challenges arising from urban communities, while furthering the vision of a sustainable future – locally as well as globally.

#### BOARD OF GOVERNORS

The board of governors will consist of 13 members, and will be constituted as follows:

- The Mayor of Aarhus
- The Alderman for Culture in Aarhus
- The Chairman of the Regional Council in the Central Denmark Region
- One member appointed by the Growth Forum for the Central Denmark Region
- One political representative, appointed by the following municipalities: Horsens, Randers, Silkeborg and Viborg

FIGURE 3.1: ORGANISATION CHART FOR THE AARHUS 2017 FOUNDATION



- One political representative, appointed by the following municipalities: Herning, Holstebro, Ikast-Brande, Lemvig, Ringkøbing-Skjern, Skive and Struer
- One political representative, appointed by the following municipalities: Favrskov, Hedensted, Norddjurs, Odder, Samsø, Skanderborg and Syddjurs
- Six external, independent members

### Political members of the board

Seven members of the board of governors are directly linked to local authorities, and thereby to the local financial contributors to **AARHUS 2017**. Thus the board of governors reflect the strong political backing and commitment of local authorities.

At present the municipalities cooperate through formal cultural covenants. These covenants form the basis for the divisions that each are responsible for the appointment of one member of the board. This reflects the consensus and existing co operations already evident in the region.

### Independent members of the board

We want the board of governors to not only have a strong link to local authorities, but also be intrinsically independent and professional. Specific requirements govern the selection of the six independent board members. The requirements comprise skills, knowledge and experience.

Collectively the six members must have: *insight into and knowledge of* the local and regional cultural environment; an international perspective; experience with administrative and financial management and management of large, complex projects; experience with communication and PR and with contracting sponsor- and partnership agreements with private operators.

The recruitment process will be handled in collaboration with an experienced search- and consultancy agency, with strong networks regionally, nationally and internationally – we expect to publish the names by the end of June 2012.

### Chairman

The chairman of the board of governors is the mayor of Aarhus, emphasising the strong roots in the community and the connection between the visions and goals of **AARHUS 2017** and the strategies and initiatives of the city.

### Term of office

The seven politically appointed members will serve a four year term, matching the term for the city councils. The six independent members will serve a three year term, and will be eligible for re-appointment. The two groups will serve staggered terms of office, ensuring the board will never face a complete replacement of all members. This will ensure a robust and dynamic board, while enhancing board continuity, even when approaching and immediately after city council elections.

### Members of the board

Seven political members have already been selected:

- Jacob Bundsgaard (Mayor, City of Aarhus)
- Marc Perera Christensen (Alderman for Culture, City of Aarhus)
- Bent Hansen (Chairman of the Regional Council, Central Denmark Region)
- Anders Byriel (CEO Kvadrat A/S)
- Per Møller Jensen (Chairman of the Committee for Culture in the Viborg Municipality. Appointed by Horsens, Randers, Silkeborg and Viborg Municipalities.)
- Johs. Poulsen (Chairman of the Mid and West Jutland Culture Region and of the Committee for Culture in the Municipality of Herning. Appointed by the Herning, Holstebro, Ikast-Brande, Lemvig, Ringkøbing-Skjern, Skive and Struer Municipalities.)
- Jesper Mathiesen (Regional Chairman of the East Jutland Culture Ring, and Chairman of the Committee for Planning, Development and Culture in Syddjurs Municipality. Appointed by the Favrskov, Hedensted, Norddjurs, Odder, Samsø, Skanderborg and Syddjurs Municipalities.)

The six independent members of the board will be announced at the end of June, and the entire board will be presented to the jury in August 2012.

### Board Committees

The board is expected to set up two committees, with chairmen and members selected among the six independent board members. The committees will be tasked with advising and preparing board decisions with regards to respectively administration and economy and programme and communication. The committees will also function as a forum for feedback for the management of the Foundation.

## THE MANAGEMENT OF THE FOUNDATION

The board chooses and employs the managing director of the Foundation. The managing director handles day to day management, is the highest authority and the person responsible for the Secretariat. The managing director will have a financial/administrative profile. Additionally the board will employ an artistically independent programme director and a head of communications.

The managing director, the programme director and the head of communications will constitute the management of the Foundation. We have chosen this model in order to strengthen strategic decision making and to reinforce the organisation on the highest level. We have supplied full descriptions of the division of tasks and responsibilities among management, as well as required qualifications in management roles, in our answer to Question 3.13.

### FOUNDATION SECRETARIAT

The Secretariat will be divided into departments focusing on three main areas: 1) Administration, finances and strategic cooperation; 2) programme and 3) communication, PR and marketing.

The programme is the natural hub of the project, while the other two areas are essential in order to secure the success of the project. The three members of management are each responsible for specific tasks.

The three departments will handle the following tasks:

- 1) Administration, finances and strategic cooperation
  - Budgets, accounting, book keeping, handling of receipts and financial controlling
  - Financing, fundraising and sponsor agreements etc.
  - Human resources and personnel administration
  - Secretary services for the board, the regional coordination group and the 2017-forum
  - Overall responsibility for strategic partnerships
  - Cooperation and coordination with authorities



## 2) Programme

- Planning and coordinating the entire programme
- Initiation, development and execution of the projects owned by the Foundation
- Coordination and advising external projects
- Secretary services for the programme council
- Controlling and implementing programme budget
- Cooperation with strategic partners with regards to the programme.

## 3) Communication, PR and marketing

- Marketing the programme
- Press relations and communication
- Cooperation with media partners
- Sponsor relations

## SECRETARIAT EMPLOYEES

The Foundation staff must possess the necessary skills and qualifications to match the aforementioned tasks.

When recruiting for the Foundation, it is vital that potential employees have a basic knowledge of the background of the project, while also understanding political structures and partnering and network organisations. Finally they must be able to work within a project organisation, which is constantly changing and developing.

Avoiding high staff turnovers due to temporary contracts has proven to be challenging for former ECoC cities, making it difficult to attract qualified staff. We intend to address these challenges by establishing a permanent staff, hired by the management team, and a temporary staff comprised by employees seconded from public authorities and strategic partners i.e. businesses, colleges, the university etc.

This method of having employees seconded from other organisations, we have dubbed the “2017 Network Model”. It is an integral part of the **AARHUS 2017** network mindset.

The “2017 Network Model” will ensure relevant skills and competences in the staff of the Foundation, while also tying strategic partners to the project.

This will streamline collaborations and problem solving, while increasing quality and efficiency within the Foundation. Also this will minimize the loss of knowledge and skills by the end of the project. This model will embed the knowledge and skills in the organisations responsible for the project. Finally seconded employees can be a form of competence building for individual employees.

The management team decides which skills are necessary in house (as part of the permanent staff), and which tasks are best handled by seconded employees. We expect the management team to devise job descriptions and competence profiles for the secondment positions – of course with reference to the organisations expected to lend employees.

Municipal authorities could supply skills such as book keeping and credit control, knowledge of municipal and political structures and secretary services for councils, committees etc. Private companies could supply employees with marketing and communication skills, or knowledge of the intricacies of taxes and VAT.

When convenient, seconded employees can be substituted by specific tasks being handled entirely by public authorities or private businesses.

Following the final nomination, the management team and affected authorities and organisations will negotiate frameworks for the “2017 Network Model”. The management team will specify required skills for the secondment positions, and concrete agreements are made from these specifications. The management team will engage in ongoing communication with the seconding organisation.

Seconded employees will continue to be employed by the seconding organisation, but will be at the disposal of the 2017 Secretariat for the duration of the secondment – part time or full time. Salaries will be defrayed by the lending party, thus making it a significant in kind contribution.

TABLE 3.1: AARHUS 2017-SECRETARIAT EMPLOYEES (FULL TIME EQUIVALENT)

Staff	2013	2014	2015	2016	2017	2018	Total
2017 Foundation staff	10	16	16	19	19	9	89
Seconded staff	3	9	15	19	19	10	75
Total in years	13	25	31	38	38	19	164

TABLE 3.2: INDICATIVE ALLOCATION OF EMPLOYEES BY DEPARTMENT IN THE 2017-SECRETARIAT (FULL TIME EQUIVALENT)

2017 staff by departments	2013	2014	2015	2016	2017	2018	Total
Administration, finance and strategic cooperation	7	12	14	16	16	10	75
Programme	4	8	10	12	12	5	51
Communications, PR, marketing	2	5	7	10	10	4	38
Number of FTEs in total	13	25	31	38	38	19	164

TABLE 3.3: EXPENSES ALLOCATED FOR SALARIES, AARHUS 2017 FOUNDATION

Salary budget	2013	2014	2015	2016	2017	2018	Total
Number of employees (core staff)	10	16	16	19	19	9	89
Salary budget (million dkkr)	5,34	8,35	8,35	9,63	9,63	5,09	43,38
Salary budget (million euro)	0,71	1,11	1,11	1,28	1,28	0,68	6,18

As shown by Table 3.1, we anticipate – besides the management team – a permanent staff of seven full time employees in 2013. Additionally we expect secondment assignments for the equivalent of three full time employees. Number of employees will increase during the project, and culminate in 2017.

Table 3.2 is the suggested distribution of employees in the various departments. The distribution is based on a detailed assessment of the functions we expect to be handled in the respective departments, although the final decision will be made by the management team. The low number of employees in the programme department refers to our programme concept, leaving the majority of projects to be carried out externally.

### FUNDS ALLOCATED FOR SALARIES

64 m DKK have been allocated for salaries and administration during the six years the project will run (see question 3.2.3). Of these funds, 46 m DKK are allocated for salaries.

Table 3.3 shows expenses allocated for salaries for staff employed by the Foundation. The Foundation will be responsible only for employees who are part of the core staff. Salaries for seconded employees will be defrayed by the seconding organisations. Salaries have been calculated from averages for the types of professionals we have deemed necessary in the Secretariat.

### OTHER BODIES IN THE FOUNDATION STRUCTURE

We presuppose the constitution of four advisory bodies by the management: A programme advisory board, a regional coordination group, a 2017-forum and a communications advisory board. The organisational chart below (figure 3.1) shows projects as separate from the Foundation. This indicates that most projects are carried out by independent project owners.

#### Program advisory board

The programme advisory board will comprise professionals, who collectively have knowledge of and insight into the three programme areas: “the city”, “art and creativity” and “values”. The main function of the advisory board will be to contribute to the quality of the programme. The main task will be to evaluate applications received through open calls, and advise the Secretariat in this capacity. The advisory board will also be available for the Secretariat with respect to the overall and strategic development of the programme, as well as for consultancy on individual projects.

The advisory board will have a significant impact on programme development.

The programme director will be responsible for establishing the programme advisory board and for providing secretariat services.

### Regional coordination group

The regional coordination group will comprise administrative representatives from the participating municipalities and the region. Most important among the group’s tasks will be maintaining the link between the Foundation and local authorities. The coordination group will function as liaison, ensuring a steady flow of information to the municipalities on the project, while also informing the Foundation about political and strategic decisions made locally, which are part of the ECoC framework. The group will also be a “clearing house”, a forum for testing priorities and debating relevant topics prior to e.g. board meetings. The managing director will be responsible for establishing and providing secretariat services for the regional coordination group.

### 2017 forum

The purpose of the 2017-forum is to ensure direct involvement of civil society and the project’s many stakeholders, i.e. arts- and cultural in a wide sense, civil associations, the business-, media- and educational sector. Members of the forum are expected to contribute to the building of project networks, to advise the Secretariat on concrete issues, to function as ambassadors for the project within their own networks and to qualify the process as well as the content. Involvement of individual members will vary.

The managing director will be responsible for establishing and providing secretariat services for the 2017-forum.

### Communications advisory board

The communicative advisory board is comprised by communicators from various sectors. They will advise on communicating and marketing the project. We provide a more detailed description in Chapter V.

The head of communications will be responsible for establishing the advisory board, and supplying secretariat services.

### Strategic partnerships

Relations between the Foundation and stakeholders will be built and strengthened further through a number of partnerships. As of today (June 2012) we have established partnerships with the following organisations:

- The Danish Chamber of Commerce and the Confederation of Danish Industry (East Jutland) regarding involvement of the business sector
- University of Aarhus regarding Rethink-conferences, international students and the evaluation of the project
- VIA University College regarding Rethink courses on creative educations
- Aarhus School of Architecture regarding curriculums focusing on Rethink the city
- The Chaospilots regarding international projects
- FO-Aarhus (Free Education Association) and the Danish University Extension in Aarhus regarding project development and learning
- NRGi Energy Company regarding climate issues and efforts
- Housing associations: Det Boligsociale Fællessekretariat (Secretariat for Social Housing Associations), Arbejdernes Andelsboligforening (Workers Housing Association) and Boligkontoret Aarhus (Aarhus Housing Office) regarding initiatives for citizenship.

The strategic partnerships are supplemented with the business clusters, which are described further in question 3.2.6. All partnership agreements are preliminary. If Aarhus is awarded the title of **ECoC 2017**, all partnership agreements will be finalized and made legally binding by the Foundation.

### VOLUNTEERS IN AARHUS 2017

Our strategic goals include an objective of increasing citizen participation in culture and local communities. If we mean to activate the potential resources attracting, supporting and managing volunteers for the project will be a crucial element in fulfilling this goal. Not only will this provide a sense of ownership, it will also ensure a sharing of knowledge in local communities, thus attaining positive, long term social impact, as well as professional and cultural changes.



Engaging citizens in society, making them assume co-responsibility and thereby support the development of local democracy is a significant challenge. Also it would be unfeasible to carry out many of the proposed projects without the support from volunteers.

Danish citizens are in general strongly engaged in the cultural sector, in athletic associations, children's and youth associations and in associations for the elderly. Music and cultural festivals attract thousands of volunteers, who are the nucleus of the festivals. Our mappings of festivals in the region suggest that more than 40,000 volunteers are contributing to the approx. 100 festivals. Each year some 12,000 volunteers are instrumental in executing Smukfest in Skanderborg.

Aarhus has an active cultural milieu in which volunteers are an integral part. There are more than 700 voluntary associations in Aarhus. The Aarhus Volunteer Centre is an open contact and development platform for citizens and associations. **AARHUS 2017** will develop a resource base through the support of the Aarhus Volunteer Centre.

**AARHUS 2017** can be part of leveraging the management of volunteers, harnessing the vast potential in a whole new way. We aim at having at least 10% of citizens in Aarhus and 2.5% of regional citizens engaging actively through volunteering in the **AARHUS 2017** programme – that is 30,000 and 15,000 individuals respectively. We have been in contact with many relevant operators, and we suggest the following steps:

- Informing and involving voluntary associations early on, to attract local projects and activities (e.g. 1,000 Ideas)
- Creating an open source database in collaboration with Smukfest, who is working with the Ministry of Social Affairs and Integration on a model for an “active citizen's panel”. The model can be used by many projects. The model will include consultancy services and courses. The project will be tested and developed in 2013-2015, launched in 2016. Thus being ready for use in 2017.
- Development of guidelines and information for organisers and cultural institutions, who want to involve volunteers. All project managers and organisers in **AARHUS 2017** will have access to this system, ensuring the necessary knowledge and skills are present in utilising volunteers.

We intend to establish **AARHUS 2017** Volunteer's Association. Earlier ECoC projects – Copenhagen 1996 with 14,000 volunteers and Tallinn 2011 – have benefitted immensely from voluntary work. The association will be established mainly for events in 2017, where volunteers are mainly needed.

As a part of the programme, we expect to establish a number of voluntary resource banks, i.e. language banks (translations/interpreters), visitor's bank (tour guides), host bank (couch surfing/residencies), knowledge bank (accountants, legal advice, financial advice, engineers etc), event bank (ticket clerks, event execution, transportation), contact group (artist/organiser relations), office bank (administrative assistance) and a communications bank (flyers, posters PR). We hope at least 1,000 people will be involved.

### LINKS BETWEEN THE FOUNDATION AND LOCAL AUTHORITIES

We want a strong and constructive collaboration between the Foundation and those local authorities responsible for the project. Links between authorities and the Foundation are multi-levelled:

Politically appointed board members are the first level. The regional coordination group with officials from the region and municipalities is the second level. Employees seconded to the Secretariat are the third level.

These links will ensure optimal co-operation, making it possible for the Foundation to meet demands and expectations from local contributors, while ensuring continued linking between goals and strategies of the Foundation and goals, strategies and initiatives of local authorities.



The U21 Fan Zone in Aarhus. 400 volunteers participated



The Regional Council Hall, Viborg



The Central Denmark Region head quarters, Viborg



The City Council Hall, Aarhus

**3.1.2** If an area around the city is involved in the event, how will the **coordination** between the authorities of the relevant local and regional authorities be organised?

**AARHUS 2017** will be executed in collaboration with 19 municipalities and the Central Denmark Region. Coordination between local and regional will happen – like in previous years – on political and administrative level.

#### COORDINATION ON THE POLITICAL LEVEL

During the preliminary phase we have held three summits on **AARHUS 2017**. Participants were the mayors and chairmen of the municipal cultural committees and the chairman of the regional council. The summits handled current issues and solutions regarding the project. The political coordination has also been handled decentralised within the existing forums for the three cultural covenants in the region. Finally there has been several bilateral discussions among politicians from individual municipalities. During 2013-18 we will handle the coordination of **AARHUS 2017** on a political level through the same forums.

#### COORDINATION ON THE ADMINISTRATIVE LEVEL

The coordination between authorities on the administrative level will also be done through several different channels. During the preliminary phase we established a regional task force with representatives from all municipalities. The task force has been instrumental in handling information and knowledge exchange and in coordinating between municipalities and the region. A number of pivotal decisions regarding the project have been made by this task force. The regional task force will be changed along with the establishment of the Foundation, into a regional coordination group referring directly to the managing director of the Foundation. A significant part of the administrative coordination between local and regional authorities regarding **AARHUS 2017** will happen within the regional coordination group. Administrative coordination between local authorities is also expected to happen within the individual cultural covenants, just as there will be a running dialogue between municipal employees and the region concerning specific tasks. Employees seconded from municipalities and the region, which will be part of the Foundation Secretariat, will play an important part in this coordination process.

**3.1.3** According to which criteria and under which arrangements has or will the **artistic director** of the event been chosen? What is or will be his/her profile? When will he/she take up the appointment? What will be his/her field of action?

The Secretariat for **AARHUS 2017** will be led by a management team of three: a financial/administrative managing director, who is overall responsible; a programme director and a head of communications. The management team will be recruited by the board of governors. (See Question 3.1.1)

Among the very first tasks to be undertaken by the board of governors, is the recruitment of the management team. The board will hold its first meeting as soon as possible in the event that Aarhus is awarded the title during the fall of 2012. We expect the management team to be prepared to assume their duties by January-March 2013.

#### THE MANAGING DIRECTOR

The managing director answers to the chairman of the board, participates in board meetings and assists the chairman in board duties. The managing director has the overall responsibility for development and operation of the Foundation, and is the spokes person in all essential matters, excluding the programme, for which the programme director is the spokes person. Primary responsibilities for the managing director are finances – including budgeting – ongoing budget follow-up, presentation of accounts and financial management. The managing director is responsible for raising funds, which have not yet been confirmed when the jury's decision is made. Administration including personnel management, coordination and strategic collaborations with central partners' e.g. local and public authorities will all be central parts of the managing director's responsibilities.

Secretariat servicing of the board of governors, the establishment of the 2017 forum, the regional coordination group and responsibility for some of the strategic partnership agreements will also fall within the managing director portfolio. The programme director and the head of communications both answer to the director.



Coordination within the management team is a mutual area of responsibility. The managing director will initiate the determination of areas of responsibility and the ongoing evaluation of existing practice. The required qualifications for the managing director of the Foundation have a broad scope and are ambitious. Listed by priority, these are the skills and strengths we look for in our managing director:

- Administrative, financial and/or legal background (or equivalent)
- Practical understanding of political systems
- Experience from or knowledge of working in dynamic and culturally minded organisations or institutions
- International competences (language, networks etc)
- Experience from or knowledge of working in a programme based organisation
- Experience with management of large, complex projects or development tasks
- Courage and strength to handle and solve conflicts on several levels internally and externally in relation to the partners of the Foundation
- Ability to rethink processes as well as content
- Cultural, artistic insight. Respect and love for the field

### THE PROGRAMME DIRECTOR

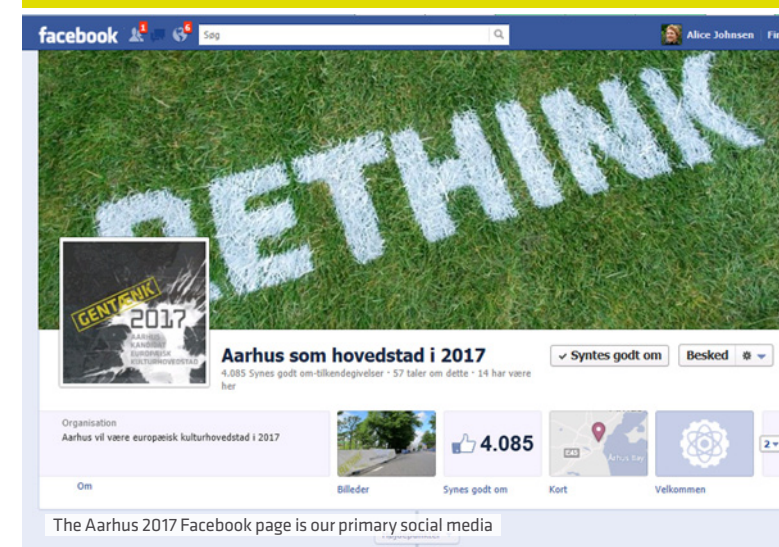
The programme director answers to the managing director and will be the closest working partner with respect to development and operation of the Foundation. The programme director is responsible for artistic content and programme in **AARHUS 2017**, as well as for the public representation of the programme. The programme director possesses artistic and programme related license in relation to the Foundation managing director. The programme director's primary responsibilities are the planning, development, execution and management of the total programme. This is true for the external projects as well as for the projects owned by the Foundation. The programme director is responsible for the budget in relation to the implementing of the programme budget. The establishment and secretariat services of programme areas and the programme advisory board as well as participation in board meetings are all part of the programme director portfolio. Listed by priority, these are the skills and strengths we look for in our programme director:

- Artistic, cultural background (or equivalent)
- Ability to rethink processes as well as programme content
- Experience from or knowledge of working in a programme based organisation
- A widely based network among external operators
- International competences (language, networks etc)
- Skills and experience with process and project planning, design and execution
- Strategic overview and flair for strategic thinking

### HEAD OF COMMUNICATIONS

The head of communications answers to the managing director of the Foundation, and they work closely together on development and operations within the Foundation, primarily on PR, press relations, communications and marketing. The head of communications is responsible for making **AARHUS 2017** visible in all areas great and small. With regards to general PR, press relations and marketing, as well as strategic partnerships and sponsor partnerships. Primary responsibilities are press strategies and visibility in general, PR and marketing of concrete projects and events etc, including advising external projects, strategic collaborations with local, regional, national and international organisations and networks (tourism, business, education, culture etc), sponsoring strategies and sponsor communications. Participation in relevant board meetings are also part of the portfolio. Listed by priority, these are the skills and strengths we look for in our head of communications:

- PR-, communications- and/or journalistic background (or equivalent)
- Documented positive results from similar tasks in other organisations
- High degree of impact in general with respect to communication and PR
- International competences (language, networks etc)
- Interpersonal and negotiation skills with respect to relevant stakeholders, including possible sponsors
- Ability to rethink processes as well as content, especially utilising various communicative platforms, media and forums



Set visit for the media during recordings at the Film City, Aarhus



The "Foot" during the 2011 Night of Culture, Aarhus

## FINANCING OF THE EVENT

### 3.2.1 What has been the usual annual **budget** for culture in the city over the last 5 years ?

#### OPERATING BUDGET

In our preliminary bid (Chapter 3, Table 9, Page 23) we accounted for the total budgets and cultural budgets of the Municipality of Aarhus, calculated as net budgets. We are now supplementing this information with Table 3.4 and Table 3.5.

Table 3.4 shows the budget for the cultural sector of Aarhus Municipality, including arts, libraries, amateur culture, amateur athletics and voluntary education, which correspond to the usual definition of the cultural sector. The table is based on net figures from audited accounts, thus representing actual expenditure on culture for 2007-2011. In 2011, Aarhus spent 387 m. DKK (52 m. Euro) on culture, equal to 2.45% of total municipal expenditure.

Municipal expenses for culture are supplemented by significant contributions from national authorities. Government funding for cultural institutions in Aarhus in 2011 totals 248 m. DKK (33 m. Euro). The three tertiary art schools (The Aarhus School of Acting, the Dramatist School and the Jutland Art Academy) received an

additional 10.5 m. DKK (1.4 m. Euro). In total, government funding for culture in Aarhus in 2011, including arts education and cultural institutions, amounted to 259 m. DKK (35 m. Euro).

#### CAPITAL EXPENDITURE/INFRASTRUCTURE BUDGET

In addition to regular operating expenses, the Municipality of Aarhus has made large investments in cultural infrastructure projects during the last years.

Table 3.5 shows capital expenditure/infrastructural investments of approx. 500 m. DKK in 2011. The table contains cultural infrastructure developments including libraries, leisure and athletics facilities. The majority of the 2011 expenditure relates to the Godsbane-development (72 m. DKK (9.6 m. Euro)), which was completed in 2012, and the Urban Mediaspace (193 mio. DKK (27.7 m. Euro)) to be completed in 2014.

Many cultural infrastructure projects in Aarhus have attracted considerable subsidising from private foundations. The Municipality has, along with the independent cultural institutions, established collaborations with foundations from the outset. Question 3.2.4 supplies information on donations from foundations for the infrastructural projects in the build up to 2017.

TABLE 3.4 CULTURAL EXPENDITURE FOR THE MUNICIPALITY OF AARHUS 2007-2011 (AUDITED EXPENDITURE, NET).

Cultural expences	2007		2008		2009		2010		2011	
	P/S 2007	P/S 2012	P/S 2008	P/S 2012	P/S 2009	P/S 2012	P/S 2010	P/S 2012	P/S 2011	P/S 2012
Arts	140.276	163.217	139.982	157.519	149.042	160.492	159.220	165.814	158.546	162.192
Libraries	114.763	133.531	121.084	136.253	127.521	137.318	130.406	135.807	121.516	124.311
Voluntary educa. ,amateur sports & culture	104.393	121.465	101.971	114.746	106.270	114.434	110.843	115.434	107.127	109.591
Total (1000 kr)	359.432	418.213	363.037	408.518	382.833	412.243	400.469	417.054	387.189	396.094
Total (1000 euro)	47.924	55.762	48.405	54.469	51.044	54.996	53.396	55.607	51.625	52.813
% Aarhus Municipality's total accounts	2,94%		2,78 %		2,66 %		2,46 %		2,45 %	

TABLE 3.5 CAPITAL EXPENDITURE/CULTURAL INFRASTRUCTURE EXPENSES FOR 2007-2011 (AUDITED EXPENDITURE, GROSS).

Capital expences	2007		2008		2009		2010		2011	
	P/S 2007	P/S 2012	P/S 2008	P/S 2012	P/S 2009	P/S 2012	P/S 2010	P/S 2012	P/S 2011	P/S 2012
Gross total (1000 kr)	219.349	255.221	78.503	91.341	136.716	159.074	265.729	309.186	415.717	483.702
Gross total (1000 euro)	29.247	34.029	10.467	12.179	18.229	21.210	35.430	41.225	55.429	64.494
% of total gross accounts AAK	10,13 %		5,28 %		8,32 %		16,84 %		19,59 %	

P/L = price & salary level



## 3.2.2

Please explain the **overall budget** for the European Capital of Culture project (i.e. funds that are specifically set aside for the project).

### TOTAL PROSPECTIVE BUDGET FOR THE FOUNDATION

The **AARHUS 2017** Foundation will be responsible for the execution of the project. Our responses to questions on financial matters are primarily based on the expected budget of the Foundation. Coherence and relationship between the Foundation budget and the total project economy is explained below.

The total budget for the **AARHUS 2017** Foundation is 500 m. DKK (66.67 m. Euro), see Table 3.6 and Table 3.7. The Foundation will not be carrying out any infrastructural developments. The budget includes only operating expenses.

Funding is apportioned as shown in Table 3.8. The funding-model is based on experiences made by former ECoC cities, while adhering to the “a third-model”, which is widely used in the Nordic countries. The model apportions funding with a third from local and

regional authorities, a third from national authorities and a third from EU, foundations and sponsors. For the sake of prudence we are including only 100 m. DKK (13.33 m. Euro) from EU, foundations and sponsors.

Total funding from local and regional authorities amounts to 200 m. DKK (26.67 m. Euro), this was allocated and approved in 2011. We budget with a similar contribution from national authorities. Additional information on local, regional and national contributions is available in the response for Question 3.2.5. We expect the remainder – 100 m. DKK (13.33 m. Euro) – to be supplied by EU, sponsors and foundations.

The estimated EU-contribution is partly derived from the Melina Mercouri prize of 1.5 m. Euro, and partly from various EU-grants. We expect the majority of EU funding to be given directly to individual, external projects, and these budgets are not part of the formal budget of the Foundation. We expect to raise a minimum of 80 m. DKK (10.67 m. Euro) from foundations and sponsors, each supplying 40 m. DKK (5.33 m. Euro). Additional information on funds from sponsors and foundations is available in the response for Question 3.2.6.

TABLE 3.6 TOTAL EXPENDITURE FOR THE AARHUS 2017 FOUNDATION

Total costs in budget (Euro)	Operating costs (Dkk)	Operating costs (Euro)	Operating costs (%)	Capital expences (Dkk)	Capital expences (Euro)	Capital expences (%)
66.666.667	500.000.000	66.666.667	100	0	0	0

TABLE 3.7 TOTAL INCOME FOR THE AARHUS 2017 FOUNDATION

Total income in budget (Euro)	From the public sector (Dkk)	From the public sector (Euro)	From the public sector (%)	From the private sector (Dkk)	From the private sector (Euro)	From the private sector (%)
66.666.667	420.000.000	56.000.000	84	80.000.000	10.666.667	16

TABLE 3.8 AARHUS 2017 FOUNDATION - FUNDING

Revenue & income	Dkk	Euro	%	Undertaking / Estimated
Aarhus Municipality	100.000.000	13.333.333	20	commitment
Other municipalities in Central DK Region	45.000.000	6.000.000	9	commitment
Central Denmark Region	55.000.000	7.333.333	11	commitment
The Danish government	200.000	26.666.667	40	estimated amount
Foundations and sponsors	80.000.000	10.666.667	16	estimated amount
EU	20.000.000	2.666.667	4	estimated amount
Total	500.000.000	66.666.667	100	

The Municipality of Aarhus will not transfer funds from the regular cultural budget to finance the 100 m. DKK (13.3 m. Euro) contribution to the Foundation. All City Council members are in agreement on the funds being raised from sales of capital assets and other extraordinary income. At present the City Council has allocated 28 m. DKK (3.73 m. Euro) and have agreed to specify the remaining allocations at future annual budget negotiations.

### FOUNDATION BUDGET VS. TOTAL PROJECT FUNDS

The 500 m. DKK (66.67 m. Euro) which constitute the budget of the Foundation is only part of the funds we expect will be spent in relation to **AARHUS 2017** during 2013-2018. The Foundation budget has been apportioned into three main areas of expenditure: 1) the programme, 2) administration and wages and 3) communication, PR and marketing. Expenditure will be supplemented from outside sources in various ways:

#### Program economy

The program portion of the budget amounts to 375 m. DKK (50 m. Euro). Total programme funds will be significantly larger, due to the decentralised programme structure, where programme management is largely handled by external operators. Each project budget is autonomous, and normally with part financing of the project supplied through Foundation funds. The remaining budget will be funded by sponsors and foundations, public authorities, ticket sales and financial contributions from project owners/organisations. The response to Question 3.2.3 provides an estimate of the total program economy. We estimate total program expenditure at 760 m. DKK (101.33 m. Euro).

#### Administration and wages

We have allocated 64 m. DKK (8.53 m. Euro) for administration and wages. This amount will be supplemented by in kind contributions of seconded employees from local and regional authorities and private businesses. The “2017 Network Model” with seconded employees is elaborated in our response to Question 3.1.1.

#### Communication, PR and marketing

The total funds allocated for PR, marketing and communication amounts to 61 m. DKK (8.13 m. Euro), supplemented by partnerships with private companies, who are expected to supply in kind services and seconded employees for project marketing.



Workshop at the School of Architecture, "Dept. of Landscape and Urbanism", Aarhus



Radio RETHINK at SPOTfestival, May of 2012, Aarhus



Aarhus as a Fair Trade City

### 3.2.3 Please explain the **operating budget** for the ECOC project. Please fill in the tables below.

From the total 500 m. DKK (66.67 m. Euro) budget, we have allocated 75% for the programme, 12% for PR, marketing and communication and the remaining 13% for wages overheads and administration.

#### PROGRAMME BUDGET

Programme activities will be occurring throughout the project period, 2013-2018. The majority of projects will take place in 2017. We have allocated 225 m. DKK (30 m. Euro) for the programme in 2017.

This amounts to 45% of the total Foundation budget, or 60% of the total programme budget.

#### Thematic and temporal distribution of the program budget

Our program has been organised within three program areas: The City, Art and Creativity, and Values.

We have apportioned 300 m. DKK (40 m. Euro) of the total programme budget for activities within these three themes. These funds will be distributed through three programme calls, see Table 3.12. The remaining 75 m. DKK (10 m. Euro) will be allocated through four pools (development, official events, 2018 and reserve).

TABLE 3.9 OPERATING EXPENDITURE FOR THE AARHUS 2017 FOUNDATION.

Operating expenses (Dkk)	Program expenses (Dkk)	Program expenses (%)	Advertising & PR (Dkk)	Advertising & PR (%)	Salaries, overhead & administration (Dkk)	Salaries, overhead & administration (%)
500.000.000	375.000.000	75	61.000.000	12,2	64.000.000	12,8

Operating expenses (Euro)	Program expenses (Euro)	Program expenses (%)	Advertising & PR (Euro)	Advertising & PR (%)	Salaries, overhead & administration (Euro)	Salaries, overhead & administration (%)
66.666.667	50.000.000	75	8.133.333	12,2	8.533.333	12,8

TABLE 3.10 BUDGET FOR THE AARHUS 2017 FOUNDATION

Year/allocation	Year -4 2013	Year -3 2014	Year -2 2015	Year -1 2016	2017	Year +1 2018	Total
Programme							
Dkk	15.00.000	22.000.000	23.000.000	65.000.000	225.000.000	25.000.000	375.000.000
Euro	2.000.000	2.933.333	3.066.667	8.666.667	30.000.000	3.333.333	50.000.000
%	3 %	4 %	5 %	13 %	45 %	5 %	75 %
Advertising and PR							
Dkk	3.000.000	3.000.000	7.000.000	22.000.000	24.000.000	2.000.000	61.000.000
Euro	400.000	400.000	933.333	2.933.333	3.200.000	266.667	8.133.333
%	1 %	1 %	1 %	4 %	5 %	0,4 %	12 %
Administration and salaries							
Dkk	7.000.000	11.000.000	11.000.000	14.000.000	14.000.000	7.000.000	64.000.000
Euro	933.333	1.466.667	1.466.667	1.866.667	1.866.667	933.333	8.533.333
%	1 %	2 %	2 %	3 %	3 %	1 %	13 %
Total costs							
Dkk	25.000.000	36.000.000	41.000.000	101.000.000	263.000.000	34.000.000	500.000.000
Euro	3.333.333	4.800.000	5.466.667	13.466.667	35.066.667	4.533.333	66.666.667
%	5 %	8 %	8 %	20 %	53 %	7 %	100 %



Table 3.11 shows how the 300 m. DKK (40 m. Euro) are distributed.

We have allocated 150 m. DKK (20 m. Euro) equal to 40% of the total programme budget, for the largest of the programme areas, Art and Creativity. 90 m. DKK (12 m. Euro) equal to 24% has been allocated for projects in the programme area The City. Finally we have allocated 16%, equal to 60 m. DKK (8 m. Euro) for the programme area Values.

We have allocated 160 m. DKK (21.3 m. Euro) for strategic projects in 2013, which will all be carried out in 2013-2018. This bid document features these projects. The second programme call will be an open call in 2014 allocating another 100 m. DKK (13.3 m. Euro) for large events and projects occurring in 2017. The third round will be an open call in 2015. This round allocates 40 m. DKK (5.3 m. Euro) for a number of small projects planned for 2017.

Table 3.12 also shows the distribution of 75 m. DKK (10 m. Euro) into four pools:

The development pool of 10 m. DKK (1.3 m. Euro) will be spent through 2014-2016 on small development projects with little or no external co-financing, and to kick start specific projects and events, that are key for **AARHUS 2017**.

We have allocated 15 m. DKK (2 m. Euro) to a pool specifically assigned for official events. These funds will primarily be spent on opening and closing events in 2017.

The 2018-pool contains 25 m. DKK (3.3 m. Euro), allocated to support the continuation of selected projects post 2017.

Finally 25 m. DKK (3.3 m. Euro) have been allocated for the reserve pool, specifically for 2017.

TABLE 3.11 DISTRIBUTION OF PROGRAMME EXPENDITURE ON PROGRAMME AREAS AND POOLS

Mio dkk	2013	2014	2015	2016	2017	2018	Total	%
Programme areas								
Art & Creativity	7	10	10	30	93	0	150	40 %
The city	5	6	6	20	53	0	90	24 %
Values	3	4	4	10	39	0	60	16 %
Pools	0	2	3	5	40	25	75	20 %
Total	15	22	23	65	225	25	375	100 %
Total%	4 %	5,87 %	6,13 %	17,33 %	60 %	6,67 %	100 %	

Mio euro	2013	2014	2015	2016	2017	2018	Total	%
Programme areas								
Art & Creativity	0,9	1,3	1,3	4	12,4	0	20	40 %
The city	0,7	0,8	0,8	2,7	7,1	0	12	24 %
Values	0,4	0,5	0,5	1,3	5,2	0	8	16 %
Pools	0	0,3	0,4	0,7	5,3	3,3	10	20 %
Total	2,0	2,9	3,1	8,7	30	3,3	50	100 %
Total%	4 %	5,87 %	6,13 %	17,33 %	60 %	6,67 %	100 %	



The Ruhr 2010 grand opening



The Guimarães 2012 grand opening



The Turku 2011 grand opening



The Aarhus City Council Cultural Committee on study trip to Marseille, Lieux Publics, 2012

## BUDGET FOR COMMUNICATION

61 m. DKK (8.13 m. Euro) has been allocated for communication, PR and marketing, these have been distributed temporally as shown in Table 3.12. An elaborated account is available in the response to Question 5.2.

## BUDGET FOR SALARIES AND ADMINISTRATION

Salaries, overheads and administration totals 64 m. DKK (8.53 m. Euro). 46 m. DKK are allotted for wages (6.13 m Euro), and 18 m. DKK (2.4 m. Euro) are allotted for other administrative expenses and overheads. The response to question 3.11 details expected wage distribution and personnel needs.

TABLE 3.12 TEMPORAL DISTRIBUTION OF PROGRAMME EXPENDITURES

Mio dkk	2013	2014	2015	2016	2017	2018	Total	%
Programme allocation								
Strategic projects '12/13	15	20	20	30	75	0	160	43 %
Open call 2014/2015	0	0	0	30	70	0	100	27 %
Open call 2015/2016	0	0	0	0	40	0	40	11 %
Pools								
Development Pool	0	2	3	5	0	0	10	3 %
Official events	0	0	0	0	15	0	15	4 %
2018 Pool	0	0	0	0	0	25	25	7 %
Reserve	0	0	0	0	25	0	25	7 %
Total	15	22	23	65	225	25	375	100 %

Mio euro	2013	2014	2015	2016	2017	2018	Total	%
Programme allocation								
Strategic projects '12/13	2	2,7	2,7	4	10	0	21,3	43 %
Open call 2014/2015	0	0	0	4	9,3	0	13,3	27 %
Open call 2015/2016	0	0	0	0	5,3	0	5,3	11 %
Pools								
Development Pool	0	0,3	0,4	0,7	0	0	1,3	3 %
Official events	0	0	0	0	2	0	2	4 %
2018 Pool	0	0	0	0	0	3,3	3,3	7 %
Reserve	0	0	0	0	3,3	0	3,3	7 %
Total	2	2,9	3,1%	8,7	30	3,3	50	100 %



## TOTAL PROGRAMME ECONOMY

As outlined in the response to Question 3.2.2 the total programme economy will be substantially larger than the amount allocated in the Foundation budget. We have made a preliminary estimate of the total programme economy, see Table 3.13.

We expect the total value of projects, generated by the 375 m. DKK (50 m. Euro) programme budget of the Foundation, will amount to 760 m. DKK (101.3 m. Euro).

TABLE 3.13 ESTIMATED TOTAL PROGRAMME ECONOMY

Mio dkk	Foundation Aarhus 2017 contribution	External project budget				Total
		Organisers own financing	Audience revenue	Sponsor, funds & EU contribution	Sponsor contributions (in kind)	
The programme areas						
Art & Creativity	150	40	100	30	30	350
The city	90	25	15	15	20	165
Values	60	30	5	10	25	130
Pools						
Development Pool	10	0	0	0	0	10
Official events	15	0	0	0	15	30
2018 - pool	25	10	0	5	5	45
Reserve	25	5	0	0	0	30
Total	375	110	120	60	95	760

Mio euro	Foundation Aarhus 2017 contribution	External project budget				Total
		Organisers own financing	Audience revenue	Sponsor, funds & EU contribution	Sponsor contri- butions (in kind)	
The programme areas						
Art & Creativity	20	5	13	4	4	47
The city	12	3	2	2	3	22
Values	8	4	1	1	3	17
Pools						
Development Pool	1	0	0	0	0	1
Official events	2	0	0	0	2	4
2018 - pool	3	1	0	1	1	6
Reserve	3	1	0	0	0	4
Total	50	15	16	8	13	101



Celebration of the 18th Century at the Festival of the Century, Aarhus, March of 2012



Masquerade Ball in the Stakladen, Aarhus, March of 2012



The Festival of the Century is a pilot project in the Aarhus 2017 programme, Aarhus, 2012

## 3.2.4

Overall **capital expenditure**

The **AARHUS 2017** Foundation will not manage or carry out infrastructural developments.

Throughout the region a number of large infrastructural projects connected with **AARHUS 2017** will be initiated, executed and completed. All are projects which will support the ECoC project and include investments in conversions of old buildings for cultural purposes, new cultural centres and urban transformation projects.

These infrastructure developments are managed and handled by public authorities or private entrepreneurs. Table 3.14 shows the largest and most significant developments. Individual developments are detailed in the Chapter on cultural infrastructure.

As shown in the table, many of these infrastructure developments are partially funded by foundations. These include the four large projects in Aarhus; Godsbanen, Urban Mediaspace, The Modern Town and Moesgård, with a total contribution from external foundations of 673 m. DKK (89.73 m. Euro), a fourth of the capital expenditure related to these projects.

The **AARHUS 2017** Foundation will support a number of these infrastructure developments through projects located in and using the new facilities. See Chapter 2 on cultural infrastructure projects for further information.

TABLE 3.14 INFRASTRUCTURE DEVELOPMENTS - FINANCES

CAPITAL EXPENSES 2012-	PLACE	ESTIMATED CAPITAL EXPENCES (DKKR/EURO)	FINANCING						TIME TABLE (START/ END)	STA- TUS
			EU	National Government	The Region	Municipal.	Funds and sponsors	Private		
ART INSTITUTIONS										
THE FREIGHT YARD (production center, art)	Aarhus	123 mio / 16,4 mio				●	●		2010- 12	E
PROMUS (production center, music)	Aarhus	35 mio / 4,7 mio				●			2009- 10	E
URBAN MEDIASPACE										
URBAN MEDIASPACE	Aarhus	1,9 mia / 240 mio				●	●	●	2009- 15	D
NEW MUSEUMS										
MOESGÅRD (new exibition building)	Aarhus	335 mio / 44,6 mio		●		●	●		2010- 14	D
THE MODERN TOWN (new museum, city culture)	Aarhus	200 mio / 26,6 mio					●		2008- 15	E
RANDERS NEW ART MUSEUM	Randers	250 mio / 33,3 mio				●	●	●	2013- 14	A
WEST JUTLAND ART PAVILION (exibition)	Ringkøbing	8 mio / 1,1 mio				○	●	●	2012- 14	E
NEW MUSEUM JORN	Silkeborg	300 mio / 40 mio			○	○	●	●	2015- 17	A
CREATIVE GREENHOUSES										
THE PRISON (rebuilding, edutainment center)	Horsens	150 mio / 20 mio			○	●	●		2012- 18	D
NEW MALT (rebuilding, production center)	Ebeltoft	80 mio / 10,6 mio				●	●	○	2012- 15	E
THE ARSENAL (rebuilding, creative greenhouse)	Viborg	7 mio / 0,9 mio					●	●	2011- 15	E
URBAN RENEWAL PROGRAMMES										
THE CITY LINK (city center project)	Horsens	110 mio / 14,3 mio				●	●		2012- 22	D
VIBORG RAIL CITY (renewel)	Viborg	*				●	●	●	2012- 22	B
ACCESSIBILITY (city reniewel)	Viborg	20,4 mio / 2,7 mio				●	●		2012- 13	B
THE SLAUGHTERHOUSE ZONE (city renewal)	Holstebro	*				●	○	○	2013- 25	D
DELIKA AREA	Hammel	*				●	○	●	2013- 17	B
CULTURE SQUARE (city renewal)	Silkeborg	*				●	○	●	2012- 22	B
EDUTAINMENT										
NORTH SEA LIVING/KOSMOPOLITTEN	Thyborøn	150 mio / 20 mio			○	●	●	●	2012- 16	A
THE OCEAN CENTRE	Grenaa	200 mio / 26,6 mio				●	●	●	2013- 17	A
KRAFT	Ringkøbing	260 mio / 35 mio	○	○	○	●	●	●	2013- 15	A
MCH TIME WORLD	Herning	310 mio / 41,3 mio						●	2015- 17	A
PLANET RANDERS	Randers	1,6 mia / 215 mio			●	●	●		2013- 20	E
WORLD OF ENERGY	Bjerringbro	200 mio / 26,6 mio				○	●	○	2013- 16	A
SPACE TO PLAY AND LEARN										
THE FREDERIKSBJERG SCHOOL PROJECT	Aarhus	310 mio / 41,3 mio				●			2014- 16	C
LOCAL URBAN EXPERIMENTS										
LEISURE CENTER FJORDSGADE	Aarhus	25 mio / 3,3 mio				●	○		2016- 17	B
COMMUNITY CENTER VIBY SOUTH	Aarhus	45 mio / 6 mio				●	●	○	2013- 14	C
COMMUNITY CENTER GELLERUP	Aarhus	75 mio / 10 mio				●	●	○	2013- 15	C

● : Primary financing  
 ● : Secondary financing  
 ○ : Supplementary financing

\* not possible to specify total budget

STATUS:  
 A: Planned  
 B: Planned, partly financed

C: Planned, financed  
 D: Initiated  
 E: Project finished



### 3.2.5

Have the public finance authorities (city, region, State) already voted on or made financial **commitments**? If not, when will they do so?

The City of Aarhus, The Central Denmark Region and the other 18 municipalities in the region, who are partners in this project, have all approved the overall budget and funding of **AARHUS 2017** presented in this bid.

The regional council and all city councils have fully committed to the funding. Total funding from these bodies amounts to 200 m. DKK (26.67 m. Euro). All decisions on funding were made prior to our preliminary bid. Specific amounts and dates for the decisions from individual public bodies were detailed in the preliminary bid (Chapter 3, Table 6).

The seriousness of the project is underlined by the fact that all public authorities have agreed on the financing of the project, and are committed to contribute a total of 200 m. DKK (26.67 m. Euro). This commitment has been made at a time where public budgets are under a great deal of pressure, emphasising the local authorities' commitment.

National authorities have yet to make a commitment regarding **AARHUS 2017**. However we expect a contribution from the government which matches the total contribution from local and regional authorities i.e. 200 m. DKK (26.67 m. Euro). The ECoC is a national venture which our government is obliged to carry out in 2017. Furthermore, our prospected budget and financing is based on experiences from previous ECoC cities and government funding of large, national culture events in Denmark. We expect national authorities to initiate negotiations of government funding at the earliest convenience following the nomination.

### 3.2.6

What is the plan for **involving sponsors** in the event?

One of our strategic goals is "*increasing involvement [in society] of the business sector*". It will be imperative for **AARHUS 2017** to strengthen collaborations between the culture sector and the business sector prior to 2017, thus creating permanent structures and collaborative models linking culture and the business sector after 2017. The building of partnerships will be a key factor in this.

Our platform for working with the business sector is a voluntary network of approx. 80 companies. They constitute five business clusters, across industries and sectors. The clusters have put the business sector in the lead. They are supported by the independent business organisation Erhverv Aarhus. This structure is a unique platform in Denmark and the rest of the Nordic countries.

The clusters have already engaged in the development of ideas, communication, visibility and supporting the regional anchoring of **AARHUS 2017**. One specific example to increase visibility is the rethink-streamers on 250 Europcar rentals.

Endorsement and support of **AARHUS 2017** is on the rise, and the clusters are continually adding new members. In May and June of 2012 start-up meetings were held for new clusters in Randers, Viborg and Holstebro.

The business clusters' focus on **AARHUS 2017** also reflects existing good relationships between the culture sector, the business sector and various foundations in the city and region. Relationships which have contributed to the realisation of notable cultural events and the development of cultural infrastructure all over the region.

Cultural infrastructure initiatives have been a significant focus for several foundations. An obvious example is collaboration with the Realdania Foundation, which has funded the total construction budget of 62 m. DKK (8.27 m. Euro) for Your Rainbow Panorama on the atop of ARoS as well as the 170 m. DKK (22.67 m. Euro) contribution to the construction of the Urban Mediaspace.

The A.P. Møller Foundation has donated 162 m. DKK (21.6 m. Euro) for the extension of the Old Town, and the majority of the costs for the new Moesgård museum have also been financed by foundations. Similarly, there have been a number of significant contributions to projects in other municipalities, including HEART, the Herning Museum of Contemporary Art, which opened in 2009.

Support by the private sector is already significant, fuelled by a strong wish to be part of this ambitious and unique project, which might change the image of Aarhus, and our self-image. This is the basis for our sponsor strategy and for our collaborations with the business sector and foundations. Our objective for sponsoring is 40 m. DKK (5.33 m. Euro) and a similar amount from foundations.

#### SPONSORING STRATEGY FOR AARHUS 2017

Our strategy for raising funds of 40 m. DKK (5.33 m. Euro) in cash from sponsors is based on the concrete experiences of sponsoring locally and nationally. We have also consulted with other ECoC cities and specific businesses in the region.

The sponsoring strategy is derived from our programme structure, which has several layers, and operates with several types of collaboration and sponsoring.

Also the model has been created to ensure various options for involvement and contributions in kind that go beyond traditional in kind services such as transportation, accommodation and catering. For instance seconded employees or handling specific tasks, requiring specific skill sets for the Foundation.

There are five categories of sponsors:

- Main sponsor – five companies contributing at least 4 m. DKK (0.53 m. Euro). Main sponsors will primarily contribute with cash funding, although in kind services can form part of the sponsorship agreement with up to 33%. Main sponsorships are long term – at least three years. These companies will have national or international profiles, and various industries will be represented.
- Service partner (often fully or partly in kind) – partnerships with a number of companies, who want to contribute with transportation, accommodation, IT and phone services, consulting, interpretation and translation etc. Each service partner agreement will be individually structured, optimising visibility of the product in question within the programme. We expect 20-30 service partners.

# WE SUPPORT

## RETHINK 2017

### Aarhus European Capital of Culture 2017

#### Letter of intent

Declaration of intent to support Aarhus as European Capital of Culture 2017

Aarhus is a candidate for the title of European Capital of Culture 2017 in collaboration with the Central Denmark Region.

The final nomination will be announced on the 24th of August 2012, and is the culmination of three years efforts to achieve the best possible foundation for becoming European Capital of Culture 2017.

A important part of this foundation is the necessary support and involvement of the business sector in **AARHUS 2017**. By signing this declaration of intent, I give my/our full support to the efforts to become European Capital of Culture 2017.

If Aarhus is nominated as Capital of Culture, it will be a significant contribution to the unique development of the city and the region – a development which is already well under way. The business clusters have worked across sectors and industries on **AARHUS 2017** – a model which is based on the business sector taking the lead in building a platform unique for Denmark and the Nordic countries. The clusters are network based, and are motivated by business sector's wish to become involved.

With this declaration we want to underline our involvement and support for this project. We will be committed to take part in the future process, with financial support and further engagement.

We hope this declaration of intent can help ensure that Aarhus together with the Central Denmark Region is nominated for European Capital of Culture 2017 and we will, if Aarhus is nominated, contribute to ensure the success of the project – artistically, culturally and commercially – supporting cultural and economic growth in the entire region.

RETHINK 2017  
AARHUS KANDIDAT  
EUROPÆISK  
KULTURHØVEDSTAD

- 3Fisk
- A. Enggaard A/S
- A/S Elsalg
- A/S Schouw & Co
- Abildskou A/S
- Advokatfirmaet Hansen/Sønderby & Co.
- Advokatfirmaet Tommy V. Christiansen
- Advokatgruppen
- Ahmatron
- Applicata
- Arkitektfirmaet Ole Dreyer A/S
- Arla Foods a.m.b.a.
- Aros Forsikring
- Bartram og Skakkebæk
- Basmati Film aps
- BBM GmbH
- BDO
- Beierholm
- Bell Xpress A/S
- Belmondo
- Berlinske Group
- Bestseller
- Bloomers
- Bog og Idé Clemens Torv
- Bovictus
- Boye Ure - Smykker/Juvelér Guldsmed Boye
- Brille Galleriet
- Byggeselskabet Olav de Linde
- C.F. Møller
- CABI Center for Aktiv Beskæftigelsesindsats
- Cafe Carlton
- Casablanca
- Chas E
- Contrast Company
- COWI
- Dan-Glas
- Danish Academy
- DanLaser
- Danske Bank
- Danske Bank Viborg
- Deluca Film
- Designit A/S
- Ditas
- Djurs Sommeland
- Djurslands Bank
- Dynamoen Aps
- Dypång Management ApS
- Epinion
- Erhverv Aarhus
- Evry
- Expo Partner DK
- Flensby og Parnere A/S
- Flintholm Global
- Food Corner
- Formuepleje
- Frederiks EI
- Frisk Fisken
- Front-Data/Front Safe/DSI-Next
- Frugt og Grønt Plantagen
- Futoria ApS
- Get Visual
- Gnist
- Gorrissenfederspiel
- Grown Up Group
- Grønt Ekspresen
- Handelsbanken Viborg
- Havneinvest
- Havnens Fiskehus
- Helge og Michael Jørgensen Malerfirma
- Holst, Advokat
- HUJ A/S
- Hummel A/S
- Illums Bolighus Århus
- Incuba Science Park
- J.N. Kjærsgaard
- Jakob Tømmerfirma A/S
- Jens Dalsgaard
- Jepco
- JP Group A/S
- Jydsk Emblemm Fabrik A/S
- Jysk Pladebearbejdningscenter
- Jyske Bank
- Jyske Bank Viborg
- K.H. Biler
- Karlbak
- Komma Kommunikation og Marketing
- Krifa Kristelig Fagbevægelse
- Kromann Reumert
- Kvadrat
- Lett Advokater
- LF Fashion
- Libratone
- Lightyears A/S
- Lindberg A/S
- Lindholm Biler
- LO Aarhus
- LO Aarhus
- Lund Byggefirma
- M2 Film
- Mackies Pizza
- Master Care
- Mengel Ejendomme
- Mercantec
- Mercuri Urval
- Metropol
- Michael Berg Photography
- MJ Consult
- Molo Kids A/s
- MT Højgaard
- Niras
- Nordea Randers
- Nordea Aarhus
- Norr 11
- NRGi
- Nykredit Randers
- Nykredit Aarhus
- Nørgaard Design ApS
- Organicle
- Per Aarsleff
- Photography by Jakob Mark
- Picturwise
- Pier One A/s
- Profil Optik Brøbecher
- Radiator Film
- Radison Blu
- Rambøll
- Remien
- Restaurant Seefood
- Risskov Slagteren
- RKFOffice A/S
- Raadhus Kafeen
- SBK Scandinavia A/S
- Scandic Hotellerne i Aarhus
- Schmidt Hammer Lassen Architects
- Schulz Seating Systems A/S
- Schönherr
- Secoya
- Service og Co
- Shoe-D-Vision
- Silkeborg Golf A/S
- Sjørup Traktor
- SpotProduction A/S
- Steffensen Horstmann
- Stylechange
- Svend A. Larsen Bog og Idé
- Sydbank Randers
- Sydbank Aarhus
- Systematic
- Sølvsteen Biler
- Søren Trier A/S
- Søstrene Grenes Import A/S
- Søstrøm A/S
- Thornico A/S
- TM Line
- Torben Brandt Projektudvikling
- Tradium
- Train
- Turbineforlaget
- Turbinehallen
- Ucommunicate
- Universal Fashion Network A/S
- Vestas Wind Systems A/S
- Vibocold
- Viborg Ingeniørerne
- Viborgegnens Erhvervsråd
- Villa Provence
- Vin og Design
- Vinoble
- Væksthush Midtjylland
- Wick Kommunikation
- Yding Gruppen
- Zenia House A/S
- Zupa Recomendad
- Aakjaer Landinspektører
- Aarhus Elite og AGF
- Aarhus Håndværkerforening



- Theme and project sponsor – sponsorships directly linked to a specific focus area or project i.e. **Playful City** (businesses active in the athletics industry), **Green City** (businesses in the environment industry/energy industry), **Digital City** (businesses in the media industry) etc. or individual projects within these focus areas. Partnerships are built around themes and target groups, and communicative efforts are thematic and targeted. Contributions are expected to amount to 1 m. DKK (0.13 m. Euro) for each theme, plus in kind contributions. Project sponsors are calculated between 0.25 – 1 m. DKK (0.03 – 0.13 m. Euro). We expect 10 theme and in excess of 50 project sponsors.
- 2017 Club – open sponsor club for smaller companies. We expect approx. 100 companies to be part of this club, and most of them will join the club during 2017. Contributions are expected to be in the region of 50-100,000 DKK (6,667-13,333 Euro) depending on the size of the company.
- Knowledge bank – the business sector can supply competence and knowledge, to strengthen board services in cultural institutions and project organisations, mentoring schemes etc. The “knowledge bank” is a separate project in the 2017 programme, and we expect many businesses from the knowledge, communication and consultancy industries to participate. The “knowledge bank” is immensely important to the 2017 project – to the competence building strategy and to the “2017 Network Model” for staffing the 2017 Secretariat.

Sponsorships are expected to amount to 40 m. DKK (5.33 Euro). Additionally we expect in kind sponsorships of 15-20 m. DKK (2-2.67 m. Euro).

In addition, media partners will provide in kind services related to communication and marketing. These partnerships are thoroughly detailed in Chapter 5.

The sponsor model for **AARHUS 2017** also includes direct sponsorships of specific projects and events. These agreements will not be made via the Foundation, but rather directly to cultural institutions, organisers and other independent project owners. For some projects, individual agreements will significantly enhance the total project economy (see Question 3.2.3). Our sponsor model is illustrated in Figure 3.2.

The Secretariat of The Foundation is responsible for handling sponsor activities, and to ensure professional management of sponsor relations, including incorporation of sponsors into the communication- and marketing strategies. We will devise agreements, which benefit sponsors through visibility, publicity, tickets and activities etc. matching their level of commitment. Sponsors and the 2017 Secretariat will rethink the way we activate sponsorships in focusing on target groups, spin off events, participant involvement etc. The Secretariat will also be responsible for constructing channels for the redistribution of in kind services as part of project funding.

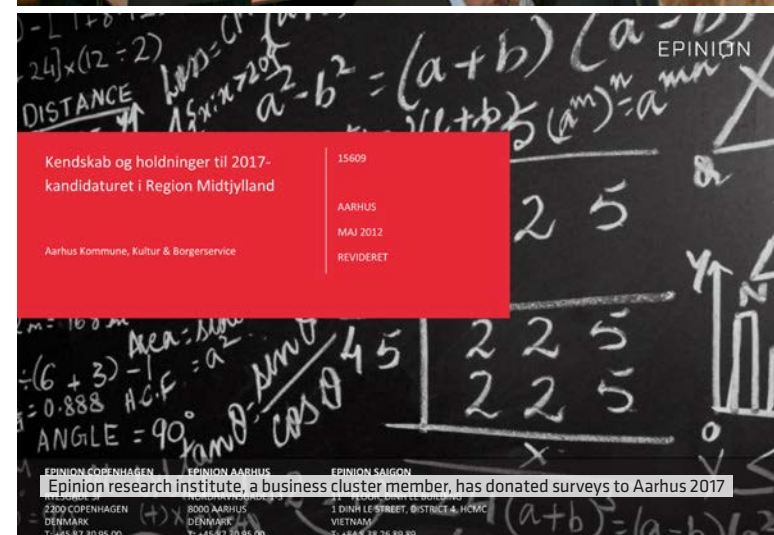
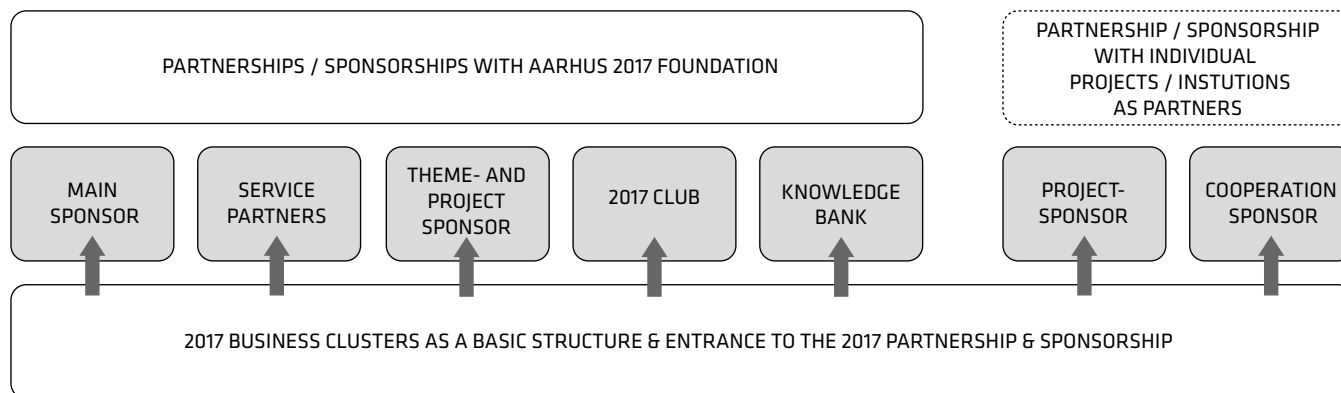


Hybrid sponsored car



Meeting with the business clusters, February of 2012

FIGUR 3.2: SPONSORMODEL FOR AARHUS 2017



### 3.2.7

According to what timetable should the **income** be received by the city and/or the body responsible for preparing and implementing the ECoC project if the city receives the title of European Capital of Culture?

Table 3.15 shows when we are expecting to receive funds from various contributors. We have included the Melina Mercouri prize of 1.5 m. Euro as from 2016, when we expect it to be awarded. We have also included minor contributions from EU grants for specific project. These funds are included in our income for 2017.

We expect government contributions to the programme, the administration and wages, PR and marketing, as was the case for Kulturbry '96 in Copenhagen. Thus we have included government funding during the entire project period, with the majority of funds being allotted for 2016 and 2017 where most of the programme activities are executed. By hosting the ECoC, the city of Aarhus has assumed significant responsibility in financing **AARHUS 2017**.

Aarhus will contribute to the administration of The Foundation, PR, marketing, communication and to the programme. To ensure cash flow requirements are met during the build up years, the city will make relatively large contributions in the first years. The annual distribution of contributions from the city of Aarhus was approved by the City Council when the funds were allocated.

The contribution from the Central Denmark Region is likewise distributed throughout the project period 2013-2018. The region will focus specifically on several key strategic projects, which will be initiated from 2013. Thus the region issues considerable support for the start up of these activities. The regional contribution will also co-finance PR and marketing expenses, as well as wages and administration. Funds from the 18 municipalities are primarily included in the budgets for 2016 and 2017, to be used for the execution of individual programme activities. We have included expected income from foundations and sponsors for the years 2015, 2016 and 2017. These funds will mainly be aimed at specific programme activities, and are therefore included in budgets for these years.

TABLE 3.15 TEMPORAL DISTRIBUTION OF FUNDS RECEIVABLE.

Income mio dkk	Year -4 2013	Year -3 2014	Year -2 2015	Year -1 2016	2017	Year +1 2018	Total
EU	0	0	0	11	9	0	20
The Danish gov.	12	12	14	66	93	3	200
Aarhus municipal.	18	18	18	18	17	11	100
Other municipal.	2,25	3,6	4,05	9,9	22,05	3,15	45
Region	12	12	12	12	5	2	55
Sponsors & founds	0	0	10	35	35	0	80
Total	44,25	45,6	58,05	151,9	181,05	19,15	500

Income mio euro	Year -4 2013	Year -3 2014	Year -2 2015	Year -1 2016	2017	Year +1 2018	Total
EU	0	0	0	1,47	1,2	0	2,67
The Danish gov.	1,6	1,6	1,87	8,8	12,4	0,4	26,67
Aarhus municipal.	2,4	2,4	2,4	2,4	2,27	1,47	13,33
Other municipal.	0,3	0,48	0,54	1,32	2,94	0,42	6
Region	1,6	1,6	1,6	1,6	0,67	0,27	7,33
Sponsors & founds	0	0	1,33	4,67	4,67	0	10,67
Total	5,9	6,08	7,74	20,25	24,14	2,55	66,67

### 3.2.8

Which amount of the usual overall annual budget does the city intend to spend for culture **after** the ECoC year?

The above budget Table (3.16) also includes 2018 – the year immediately following the ECoC year.

The city of Aarhus will contribute 11 m. DKK (1.47 m. Euro) to the Foundation in 2018. This amount is – as the remaining 89 m. DKK (11.87 m. Euro) from Aarhus – an addition to the city's regular budget for culture.

It is a fundamental objective of the project to build lasting initiatives and projects, which go beyond the ECoC year. Thus we have made 2018 an integrated part of our project period. The budget of The Foundation includes a 25 m. DKK (3.33 m. Euro) allocation for cultural activities in 2018 – a bridging fund in fact. This is a part of the strategy that we will attempt to secure a number of long term/permanent projects and activities as a result of **ECoC 2017**.

The cultural policy period for the city of Aarhus are adopted for four years. The next policy will cover 2013-2016, and the following will cover 2017-2020. Cultural policies usually comprise a series of strategic initiatives. We expect that the future of **AARHUS 2017** projects will be determined when the City Council negotiates future cultural policies. Similarly, the annual budget negotiations of the Council will also be used to consider long term commitments and priorities.

The cultural covenants negotiate agreements lasting for four years with the Ministry of Culture. These agreements are expected to be strengthened considerably, within the Central Denmark Region, through the building of networks and project collaborations connected to **AARHUS 2017**. They will be significant focal points in leveraging cultural budgets in Aarhus and the rest of the region.



## IV. CITY INFRASTRUCTURE

4.1

What are the city's assets in terms of **accessibility** (regional, national and international transport)?

Aarhus is located within a two hour drive from practically all parts of the region. By 2016 transport will be improved due to the new highway connecting Aarhus with Herning. All larger towns in the region except for Holstebro can be reached within a one hour drive. Aalborg is populated by some 200,000 making it the third largest municipality in Denmark. It is the main urban settlement in the North Denmark Region, with approximately 580,000 inhabitants, and can be reached within a 90 minute drive from Aarhus.

The Triangle Region – a densely populated area in the Southern Denmark Region (1.2 m. inhabitants) – covers the cities of Vejle, Fredericia and Kolding, is also within a one-hour drive of Aarhus.

Aarhus Airport links the city to Copenhagen, Gdansk, Gothenburg, Helsinki, London, Malaga, Oslo, Alicante, Barcelona and Stockholm. Approximately 600,000 passengers pass through Aarhus Airport every year – and the number is increasing. Billund Airport is a 75 minute drive from Aarhus, and is the main airport in the region, servicing 2.5 m. passengers annually.

Train services link Aarhus in every direction, with regular departures once or twice every hour. There are several daily departures to Berlin and Hamburg.

The first part of Aarhus' light rail service will be completed by 2015, enhancing transportation in the city centre as well as suburbs and rural areas.

The harbour provides high speed ferry services to Zealand several times a day. Additionally an increasing number of cruise liners visit Aarhus. In 2008 Aarhus 25,000 cruise tourists visited Aarhus. In 2009 the number was 23,000, 2010 boasted 7,000 while some 40,000 cruise tourists visited in 2011. Also two small vessel marinas are within a few hundred metres of the city centre.

4.2

What is the city's absorption capacity in terms of **tourist accommodation**?

A wave of investments in the hotel and conference industries will increase the total hotel capacity to approx. 2,000 beds by the end of 2012. By 2015 the total capacity will be 2,400 beds including planned and approved projects, where future capacity has been made public.

Randers, Horsens and Silkeborg, which are all within a 40 minute drive of Aarhus, offer a total capacity of 1,700 hotel beds. Additionally Aarhus and surrounding areas offer 1,500 alternative beds at camping sites, hostels, B&B's etc.

A number of large, international conferences are held in Aarhus every year. Among the many good facilities for such events is the centrally located Scandinavian Congress Center. And Herning is also well suited for large events and conferences in terms of accessibility and facilities.

4.3

What **projects** are to be carried out between now and the year for which the city is applying for the title of European Capital of Culture in terms of urban and tourism infrastructure, including renovation? What is the planned timetable for this work?

This section presents an overview of relevant macro planning strategies and initiatives in the city. These, in many ways, set the stage for **AARHUS 2017** and will have immediate impact on our project. Please see pp. 39-47 for a detailed introduction to selected urban development projects, which are part of the program.

### URBAN DEVELOPMENT

With an expected increase in population of 75,000 (25%), 50,000 dwellings, 50,000 jobs and 10-15,000 new student places by 2030 the pressure to find viable solutions and rethink "urban development" has become very relevant. 40% of this increase will happen through an densification of selected neighbourhoods in the city centre – including the harbour. This urban densification will make



Sculpture by the Sea, Aarhus

Karup Airport is directly connected to Copenhagen

Aarhus Airport has direct connections to the following destinations: Copenhagen, Gdansk, Gothenburg, Helsinki, London, Malaga, Alicante, Barcelona, Oslo and Stockholm

Billund Airport has direct flights to 37 destinations such as Amsterdam, Barcelona, Bergen, Brussels, Copenhagen, Dublin, Dusseldorf, Edinburgh, London, Milano, Munich, Oslo, Prague, Riga, Rome, Salzburg, Stavanger and Stockholm





city life flourish. It will limit sprawl, reduce energy consumption and transport times, increasing sustainable living.

The remaining 60% of the increase will be solved by a number of new “urban villages” e.g. Lisbjerg (25,000 new residents), Elev (5-15,000 new residents) and Malling (10-17,000 new residents), plus smaller centres in Harlev, Tilst and Årsløv. These “model-neighbourhoods” will have a distinctive innovative architectural remit, and be committed to sustainable living – through renewable energy sources and recycle systems – there will be direct access to green areas as well as public transport. **AARHUS 2017** will collaborate on engaging citizens in cultural development programs in local communities. By 2017 these “model-neighbourhoods” will be part of the **AARHUS 2017** programme.

### MOBILITY

Aarhus is facing the challenge of increasing mobility, with 52,000 inbound and 29,000 outbound daily trips in connection with work or education. Commuting is on the rise, along with the corresponding increase in pollution. The planned light rail network will link Aarhus City Centre – the new bus terminal, the harbour, the university and Skejby University Hospital – with the new urban villages north and south of the city. This extensive transformation of our public transport network will create a more cohesive public transport system.

The new bus terminal, an integrated part of the train station, will also be open by 2017. Existing 19th century buildings will be converted into a new compact neighbourhood, with housing, shops and business premises as part of a new downtown pedestrian district. Mobility for visitors and residents alike will be vastly improved.

### NEW OPEN LEARNING ENVIRONMENTS

With Aarhus University, VIA University College and six other major education intuitions located in the city, the number of students will increase from 40,000 to 60,000 by 2025. More than 20% of the city’s population are students – by far the highest ratio in the country.

The university and VIA are both planning to expand close to the new cultural quarters – Godsbanen, Ceres and the new harbour. These new, open learning environments will generate more inter-

disciplinary contacts and social interaction with the city. The new networked city campus will create clusters of open and connected environments to interact with the city – with arts and culture centres providing points of interaction and synergy.

The new Skejby University Hospital of 370,000 m<sup>2</sup> and a capital budget of 6.4 b. DKK, will engage artists and designers in the design aspect of the hospital. The hospital will employ 9,500 people, when it is complete. Present hospital buildings in the city, will be taken over by e.g. the university.

The centrally located former Ceres Breweries take up 104,000 m<sup>2</sup>. These highly original and attractive industrial buildings will be converted into an area of mixed use, combining educational, commercial, residential and creative use. VIA University is planning to locate a number of institutes on the site.

### GREEN INITIATIVES

Among the obvious qualities of Aarhus are the beautiful rolling woodlands, the coast and lake areas surrounding the city. The city has planted 3,200 hectares of woodland; it has created 100 hectares of lake area and 100 hectares of wetlands – the Egå Engsø and Årsløv Engsø.

We want to ensure that 90% of all residents have access to green facilities and parks within a 500 m radius of their dwellings. This means an increased focus on mini parks, green interventions, green alleys and pathways, roof top parks and other untraditional initiatives of greening the city. The “micro-greening programs” will be intensified during the build up to 2017. This strategy will feed into the project Landscaping the city – see pp. 80-81.

### REINTEGRATING SOCIAL HOUSING

Many of the cities, that contain uniform, social housing areas constructed in the 1960s and 1970s, are now rethinking locations and use of the buildings. Gellerup/Toveshøj and Rosenhøj are characterised by lack of urban facilities but also by their isolation from the rest of the city. Aarhus, as many other cities in Europe, faces the challenge of re-integrating these communities. The isolation reinforces and reflects growing social, ethnic and cultural polarisation in our city. This is true for many European cities, where borders, language, culture and generation differences are complex issues,

the passive segregation of our society during the past 50 years has resulted in divisions, marginalising these neighbourhoods.

Aarhus is investing massively in a number of social housing areas. The Gellerup/Toveshøj Masterplan entails radical changes in the physical structure alongside investments to establish local work places, and generate social and cultural processes will hopefully turn this negative spiral around.

Gellerup/Toveshøj is an architectural dream project from 1972, with 2,400 apartments and 7,500 residents. A city in the city with 80 different languages (principal languages are Danish, Turkish and Arabic), where 88% of residents have a non-Danish background, more than 80% are on social benefit schemes. 40% are children under the age of 16, and 19% are living below the OECD poverty line. Gellerup is the poorest area in Denmark.

But Gellerup is also a place with a high degree of solidarity and where innovators, active communities and initiatives such as Bazar Vest (market) attract many visitors. The 20 year masterplan will integrate commercial, shopping and cultural activities from the outset, as the first long term regeneration strategy in Denmark. The area must physically and culturally encourage interaction with the rest of the city. By 2017 there will be a series of public areas, green leisure areas, better lighting, a central mall, a public park, more play and cultural activities.

The second initiative will take place in the three residential areas of Rosenhøj, Kjærslund and Søndervangen where 4,200 residents are living in typical, worn down residential areas from the 1970s. 20% of the residents are unemployed and 55% have a non-Danish background. Plans include construction of new social and cultural facilities as well as significant renovations of dwellings. A key element of this plan is the new cultural centre at the Søndervang School, which has just received funding commitment.

**AARHUS 2017** will organize a European workshop on the theme of “European experiences with cultural regeneration” to be held in 2013. Key cities of Amsterdam, Nottingham, Marseille, Berlin, Malmoe, Gothenburg, Istanbul, Beirut, Antwerp, Oslo and Utrecht will participate and offer input to **Rethink Gellerup** (p. 78) and **Another Aarhus** (p. 78)



The Tall Ships Races 2007



Lighthouse 2012



Iceberg 2012

**AARHUS 2017** has established partnerships with these communities, the housing associations and the regeneration agencies. We are all committed to working with residents, cultural operators and arts organisations on the development of community driven cultural and creative projects.

### FROM HARBOUR CITY TO WATERSIDE CITY

Another major challenge shared by many European cities, is the transformation of inner city harbours. In Aarhus the abandoned harbour offers enormous potential for a restructuring of the city. At present the harbour is one huge building site. Over a 20 year period this will transform the city into an urban metropolis, while reconnecting the city to the waterside – and thus to its heritage. The transformations will result in green and blue connections to recreational areas in the city.

Parts of the 800,000 m2 floor space are already quite visible, and will provide homes for 7,000 residents and 12,000 work places as well as academic and educational infrastructure.

Despite the financial crisis, plans for the harbour are on schedule. The charismatic Lighthouse, designed by the Danish company 3XN and the Dutch UN Studio, will be finished by 2013. Lighthouse will comprise residential areas as well as social and student accommodation, while also providing retail, hotel and office premises. Lighthouse has already won several international architectural prizes.

The unusual, transparent “Iceberg” building is expected to be complete by 2013. It has been designed by a young consortium consisting of SeArch (Netherlands), Louis Paillard (France), JDS Architects (Belgium/Denmark) and CEBRA (Denmark). The nearby Z-House designed by Dorthe Mandrup (Denmark) and Sahl Architects (Denmark) will be complete by 2014.

The new Bestseller head office (2014), which will house 900 employees, has been designed by C.F. Møller Architects (Denmark). Navitas centre for energy, environment and construction, will welcome 2,300 students in September 2014, and is in itself an example of “next practice”. The new central library, Urban Mediaspace, which opens in 2014, has been designed by Schmidt Hammer Lassen Architects – and the central square has been designed by Kirstine Jensen Architects. The new harbour presents the most challenging project our city has ever ventured into. A project created by the most outstanding architects in Aarhus in collaboration with some of Europe’s best architects.

The next phase will make a connection between the city and the harbour. The 400 m. long waterfront promenade will create a major urban space for informal outdoor activities, concerts, exhibitions and sporting events in 2017.

The harbour will be a major focus area for several **AARHUS 2017** programs. The project SoundLight will animate the new waterside architecture. Eurocontainer will gradually form in the harbour over a three year period. The Waterfront Programme will use waterfront promenade for large programs, urban- and street festivals, outdoor concerts, film viewings and water based sports. This project will be based at the Urban Mediaspace from 2015.



# V. COMMUNICATION STRATEGY

## 5.1

Which **communication strategy** has the city planned in connection with the European Capital of Culture action?

The **RETHINK** mindset runs through all communication about **AARHUS 2017**. **RETHINK** is the message, but also a tool in the communication. It is natural to rethink platforms, networks, channels and interaction between senders and recipients.

With **RETHINK** as a mindset, **AARHUS 2017** will act continuously as Best Movers. This means that focus is on innovative and well-considered communication initiatives. The objective is to create enthusiasm, a sense of ownership and commitment by means of the Best Practice principle.

The communication of **AARHUS 2017** is completely central in relation to securing a successful ECoC project and to meeting the project's strategic goals. This is also reflected in the organisation. Thus, the Head of Communication will become a part of the management group in the 2017-Foundation.

The Communication Strategy has been prepared in collaboration with a communicative sparring group with representatives from cultural institutions, the media, the business community, educational institutions, municipalities, the Central Denmark Region and Umeå 2014. The communicative advisory board is modelled on the sparring group.

In order to strengthen and continually rethink communication, a communicative advisory board will be established with the task of advising the Head of Communication. The board will be composed of people with communicative competences from the world of culture, the advertising industry, the business community, the university, media partners, tourist organisations and others.

## GOALS

In order to support the project's six strategic goals (see Question 1.1.), we will work with two general communicative goals. The goals are divided into subsidiary goals, which refer to the project's strategic goals.

### 1) Strengthen interest and involvement in culture

- Culture consumption is to increase among citizens in Aarhus and the Central Denmark Region (strategic goals 1 and 4).
- Understanding of the significance of culture and the ECoC is to be improved (strategic goals 2 and 3).
- Citizens in Aarhus and the rest of the Central Denmark Region are to feel a sense of ownership and involvement in **AARHUS 2017** (strategic goal 4).

### 2) Communicate Aarhus 2017 as a laboratory with a focus on rethought solutions

- The **RETHINK** mindset is to be known by the citizens of Aarhus, the Central Denmark Region, Denmark and the rest of Europe (strategic goals 5 and 6).
- The project is to increase international knowledge of **RETHINK** as the city's and the region's strengths (strategic goal 2).
- Europe is to know that Aarhus is European City of Culture in 2017 (strategic goal 2).

The glass container – described in the first application – symbolises transparency, among other things. The mobile meeting place is Aarhus 2017's icon and relationship builder. Here, it has been transformed into a giant 'transistor radio' as one of the stages during the music festival SPOT 2012. RADIO RETHINK was specifically aimed at the 18-35 year-olds who knew least about Aarhus 2017 and RETHINK during the application phase.

## TARGET GROUPS

In order to meet the goals outlined, we will work purposefully with specific target groups. The target groups need to be clarified in collaboration with the culture providers. The surveys conducted so far indicate that if we are to achieve a lasting lift of culture consumption, particular focus should, as a minimum, be directed at the following groups:

- Local communities in rural areas with limited cultural offers and limited public transport possibilities.



Chef Wassim Halal rethinks the hotdog



The Raveonettes unplugged at Radio RETHINK, May of 2012



The world's largest transistor radio in the shape of the Aarhus 2017 Glass Container





- Elderly people who are not involved in formal associations or clubs.
- Young people aged 15-30 with a background where art and culture have not been important.
- Families – mainly in Aarhus – from low-income groups with limited levels of education, and who live in social housing estates with a lot of residents of non-Danish ethnic origin.
- People with physical or mental disabilities and limitations resulting from these.
- Cultural tourists – Danish and European.
- Marketing aimed at cultural tourists takes place in countries with a direct connection to Aarhus and regions with greatest interest in Denmark. Initially, this effort is aimed at Germany, Sweden, Norway, the Baltic countries, Poland, the Benelux countries, the United Kingdom, Spain and Italy.

**RETHINK** contains a great potential for international communication. The professional rethink approach is based on the many networks, professional organisations and professional projects with which **AARHUS 2017** is working. In connection with the individual program focus areas, a target group analysis is to be carried out to establish the possibility of communication via professional journals, interest organisations and networks within e.g. architecture, design, the environment, nature, dramatic art, music and literature.

### MEANS – THE THREE PILLARS

The Secretariat is responsible for overall communication and is to ensure recognisability across the individual communication initiatives. A design line and a communication guide are to be prepared, which will form the basis for all communication. Communication about the individual projects will be handled within the given framework, first and foremost by the individual project manager and relevant partners and networks. The Foundation will enter into collaboration on large projects and projects of particular strategic significance.

Communication rests on three pillars – an executive, a facilitating and a partnership pillar. The executive pillar consists of communicative initiatives carried out by the Secretariat. The facilitating pillar includes communication where the Secretariat has created the basic communication platforms. In the third pillar, communication is handled by partners who are already communicating.

### The executive pillar

The purpose of the executive pillar is to ensure basic knowledge of **AARHUS 2017** and to define the framework for the entire communication across the pillars. The information part and the framework outlining will be particularly extensive during the initial phase (2013-2015). Pillar 1 takes up a great part of the communication, and gradually, pillars 2 and 3 will take up more space, as and when the projects are implemented. The general communication is to maintain and develop knowledge of the Capital of Culture project. In the course of the process, the Secretariat's communication will increasingly take on a more strategic character.

Examples of initiatives to be carried out by the Secretariat:

- Elaboration of design line and communication guide
- Informative one-way marketing at platforms related to individual target groups (advertising, city dressing etc.)
- Contact to the press and pro-active media work. Presence at large events (the Glass Container at The Tall Ships Races, European Medieval Festival, Faires l'Europe in Paris, opening of other Capitals of Culture etc). **AARHUS 2017** is to be communicated and be visible when many citizens are gathered.
- Operation and development of platforms (web, social media)
- Establishment of international communication channels, e.g. via Internal Press Center (IPC) in Copenhagen and Public Diplomacy under the Ministry of Foreign Affairs
- Exposure via the Ministry of Foreign Affairs and Denmark's embassies
- Strengthening of already established communication channels and creation of new ones via former / current / future Capitals of Culture

RETHINK brings culture to the citizens. We are present where people gather – most recently during the Aarhus City Half Marathon, where the Aarhus Jazz Orchestra in perfect Mardi Gras style entertained 8,500 runners and the same number of spectators off the back of a lorry.







RETHINK was part of the caravan during the early stages of the Giro d'Italia 2012



RETHINK car streamer, displayed on hundreds of Europcar-rentals



The green RETHINK carpet. Climate and Energy ministers visit Aarhus, 2012

### The facilitating pillar

The Secretariat will make platforms and communication channels available to others. The purpose is partly to increase the sense of ownership for the project by allowing citizens and cultural players to speak out and share their experience, and partly to maximise the communicative outcome of the allocated resources. The individual cultural players as well as national and international networks are to contribute to the communication, and in connection with the allocation of funds, demands will be included about visual profiling of **AARHUS 2017**. The facilitating part will begin slowly in 2013 and develop steadily towards 2017.

Examples of measures to be facilitated by the Secretariat:

- Cultural blogs and debates (currently via our Facebook site, among others)
- User reviews of cultural events
- Residencies for international media and journalists
- Cultural activities in European cities
- Open source ideas bank (What have you rethought that you would like to share with others?)
- Collaboration on communication about large cultural buildings and infrastructure projects (Urban MediaSpace, Fritids- og Foreningshuset (the Leisure and Association House), Moesgård Museum etc.)
- Ambassadors (e.g. local/regional/national/international artists)
- RETHINK forums (workshops, seminars, conferences, residencies etc.)
- Communication via networks. For instance, the region's large libraries have offered to serve as communicators, and business clusters will increasingly be communicating with RETHINK and **AARHUS 2017**.
- Pre-events ahead of 2017 (citizen-including activities such as the rethink candles)
- International networks are increasingly to be activated, so that in relation to specific projects, they will communicate **AARHUS 2017** and RETHINK (the city's and the region's large educational and cultural institutions, international culture networks, e.g. EuroCities and Similar Cities).

### The partnership and network pillar

In order to ensure the best possible dissemination to the target groups, our communication strategy is based on strong partnerships. **AARHUS 2017** is a network-based project, where 90% of all projects are found outside the Foundation.

500 institutions and organisations will be involved in **ECOC 2017**. They are each responsible for communicating to their own media and target groups within the centrally defined framework.

In the years 2016-17, the project-based communication will be most visible as the majority of the communication is decentralised, but the Secretariat will continue to participate in projects of a strategic character.

The strategic partnerships that are formed within media and tourism cover the entire region and make it possible to reach all citizens in all municipalities. Strategic partnerships have also been made with a number of experienced communicators within media and tourism, among others.

Aarhus houses the headquarters of several large international companies within the textile, wind turbine and dairy industries, and together, these companies employ a great number of people across Europe and the rest of the world, who can be reached via the companies' internal communication. Similarly, the large chains of shops associated with these companies can serve as 'windows' in a whole string of European cities.

### MEDIA PARTNERSHIPS

#### Audiovisual partnerships

A strategic partnership has been agreed with the TV stations **TV2 / Østjylland** and TV Midt-Vest. The two stations cover 17 of the 19 participating municipalities. The regional TV2 stations transmit daily via the nationwide TV2 and each has their own 24-hour channel, just as a former regional program will be revived with a particular focus on increased coverage of culture. Furthermore, TV Midt/Vest is rethinking a new multimedia centre where viewers will have the opportunity to use the facilities and create news material themselves. This initiative will also be included in the station's ECoC coverage. TV2 / Østjylland will, as a part of



**AARHUS 2017**, work on establishing an independent newsdesk in the Gellerup district, which will focus on cultural stories from exposed housing estates, among other things.

DR is Denmark's largest broadcaster and controls large national radio and TV channels, but also a number of niche channels targeted at different segments.

DR has indicated that **AARHUS 2017** is such a big and distinctive event that DR as a public service media house is particularly obliged to cover it – and will do so on a number of channels.

DR has expressed particular interest in projects in the application that are aimed at children and young people. The young target group is particularly interesting to DR and not least challenging to work with in the endeavour to make them active players to a higher degree than passive recipients.

#### Written media – partnerships

A partnership agreement has been made with **Midtjyske Medier**. Midtjyske Medier is the largest media in the Central Denmark Region with local editorial offices and independent newspapers in the largest cities as a part of the Berlingske Media/Mecom Group PLC. As a part of the agreement, Midtjyske Medier will take the initiative to collaborate with other newspaper publishers in the region with a view to ensuring the best possible coverage of **AARHUS 2017**.

The agreement includes collaboration on exchange of **AARHUS 2017** related stories across traditionally competing newspaper publishers. Together with the other newspaper publishers, Midtjyske Medier control a unique distribution network. Apart from the daily newspapers, they publish weekly free newspapers, which are distributed to all households in the region, which achieves 100% coverage by the printed press.

#### New media – innovative partnerships

A partnership has been agreed between all media partners and the **Danish School of Journalism** about the development of new rethought communication platforms. **AARHUS 2017** is and in the coming years will increasingly be present on a number of the known and traditional communication platforms, but also on platforms that we do not even know of or can imagine today. The objective is to

rethink traditional communication channels and establish new, rethought meeting places and platforms where users would like to get involved. This will increase the sense of ownership for **AARHUS 2017**.

The media image of the future is a point that merits special attention, as an increasing number of citizens only use traditional mass media to a limited degree. Media that encourages dialogue and debate are gaining ground over one-way information.

Selected Capital of Culture events will form the setting for a communication laboratory, which is to create new knowledge towards the end of 2017, engaging a large proportion of the citizens and cultural players in the communication. The Danish School of Journalism will, as a part of the international effort, invite 10 participants from the rest of Europe to participate in the project each semester, with the objective of creating a European Best Practice.

As an extension of already established regional/national media partnerships, we will enter into a number of international media partnerships. Initially among media that cover former/current/future Capitals of Culture, and in the long term, large European media, including free newspapers.

In addition to this we will investigate the possibilities of entering into partnerships with a Danish telecommunications company and a global web provider, respectively – both based in Aarhus.

#### TOURISM PARTNERSHIPS

The Capital of Culture project has a significant tourism potential, and experience from former Capitals of Culture shows that the potential has most often been exploited quite well, and there are many good examples of more long-term effects.

The international tourism effort and the marketing of **AARHUS 2017** will be carried out in partnerships with strong players such as

- VisitAarhus
- Midtjysk Turisme (Central Jutland Tourism)
- Other regional tourist organisations / municipalities

VisitDenmark and the Foundation for Marketing of Denmark under the Ministry of Business and Growth will be involved in the alli-



RETHINK on European home turf, Paris, May of 2012



RETHINK presented at Faires l'Europe, Paris, May of 2012



IPC presents Aarhus to a Japanese audience

ance with a view to establishing a partnership about international marketing. It will also be relevant to involve Wonderful Copenhagen in a strategic collaboration.

The ambition is to attract five million people to events under Aarhus 2017, including about one million international visitors. A more cautious estimate made by the consultants COWI based on data from 13 former Capitals of Culture shows that 3.8 million visitors can be expected to attend events and projects in 2016 and 2017, including 12% from abroad and 30% visiting from Danish regions outside the Central Denmark Region. This will create an increased turnover of more than 1 billion Danish kroner, particularly within the hotel and restaurant industry.

Tourism is a high-priority action area, and the international tourist marketing will support a number of the communicative subsidiary goals mentioned earlier. **AARHUS 2017** is to be used as a framework for rethinking and developing tourism. The tourism effort will be implemented in four connected tracks:

- Culture in the regional, national and international branding
- Cultural offers for the region's business tourists
- Cultural offers for the region's holiday tourists
- Culture as an independent value offer – where **AARHUS 2017** is the actual reason for the visit

The initiative will be developed in several stages, where focus in 2013-14 will primarily be on the development of a strategy and action plan for the realisation of tourism's growth potential in Aarhus and the region in connection with existing strategies. Furthermore, work will be carried out to develop marketing of a number of significant projects – for instance Sculpture by the Sea and festivals with a great potential for attracting visitors.

Approaching 2017, work will be carried out to market specific initiatives and projects, and this work will naturally culminate in 2017. In this work, it is important to keep the long-term perspective in mind, if an effect in 2018 and the following years is to be achieved.

Tourism partners will draw attention to **AARHUS 2017** in all relevant activities and develop new formats and communication forms. Examples are:

- **AARHUS 2017** is to be integrated into established message platforms, communication channels, business alliances etc.
- A separate communication of **AARHUS 2017** is to be carried out as the core in a combined Danish and Scandinavian / North European offer to cultural tourists.
- New experience formats are to be developed that appeal to cultural, business and holiday tourists alike.
- Apps/tools are to be developed based on existing digital tourist stands for all large cultural institutions etc. where 2017 activities take place. Via the app, people gain access e.g. to a guided tour of the destination lasting a given number of hours and with optional themes.
- In the years 2013-18, freelance travel journalists will be hired in selected European countries to write tourist and travel-related cultural stories from Aarhus and the Central Denmark Region with emphasis on ECoC-related events.
- In collaboration with VisitDenmark, local tourist organisations and **AARHUS 2017** will set up tourist embassies at all VisitDenmark's foreign market offices.
- **AARHUS 2017** events will be marketed purposefully to the many cruise tourists and conference visitors.
- A developed and integrated platform for cultural tourism in Aarhus and the rest of the Central Denmark Region will be established.
- The International Press Center (IPC) and Public Diplomacy under the Ministry of Foreign Affairs will be included in the tourism marketing.

A steering committee with representatives from VisitAarhus, Central Jutland Tourism, the Central Denmark Region, the City of Aarhus and the **AARHUS 2017** Foundation will be appointed to carry out the tourism initiative.

In the course of spring 2013, the examples described from the three pillars along with other initiatives will be converted into a specific communication plan.

### Measurements/assessment

During the application phase, we have continually conducted surveys of the effect of the communication, and naturally, we will continue to do so towards, during and after 2017. Through our

partnership with the analysis institute Epinion, we will carry out several surveys each year to assess development and completion of the communicative goals.

### FINANCES

12% of the entire budget for **AARHUS 2017** is earmarked for communication. Based on said budget, this corresponds to 8.1 m. Euro (61 m. DKK) being allocated to PR, communication and marketing in the budget over the sixyear period 2013-2018. The distribution of the funds is described in the first application.

These are exclusively the funds allocated to this purpose from **ECoC 2017**. To this should be added the value of the communication that will be carried out through the strategic partnerships, networks and cultural players. The combined value of the communication is thus expected to exceed twice the amount allocated here.

## 5.2

– How does the city intend to ensure **profiling** of the the European Union, which awards the title?

As the awarder of the title, the European Union will be ensured central exposure locally, nationally and internationally alike.

The EU, the EU flag and the Union's familiar colours and symbols will feature in all relevant communication – physical as well as virtual. It will be possible to relate all communicative activities and measures directly to the EU and **AARHUS 2017**. The European Union will be visible as a part of the design line and the communication guide.

The opening of **AARHUS 2017** is an obvious occasion for profiling the European Union. This will be done via invitations to key people in

Aarhus 2017 is proactive in its communication and meets Europeans on their home turf. During Faires l'Europe 2012, we presented Paris to RETHINK and tested the mindset on several thousand visitors to the Danish stand.



## 6.1 EVALUATION AND MONITORING OF THE EVENT

### DOES THE CITY INTEND TO LAUNCH A SPECIAL SYSTEM FOR MONITORING AND ASSESSMENT?

#### BACKGROUND

We have studied existing evaluations, accepted the general recommendations and guidelines for the evaluation of ECoCs and also invited other ECoCs to share their experience with evaluating. We have also established a binding collaboration with Aarhus University for the of a concept, framework and method for our evaluation. As a starting point, Aarhus University proposes to set up a dedicated research centre RE-DISCOVER 2017. From our point of view, the establishment of this will not only deliver an evaluation of **AARHUS 2017**, but also promote analytical tools and practical methods that will be useful in other contexts.

As described in our first application, we intend to work with five prerequisites with regards to evaluation and monitoring:

- To ensure the statutory monitoring as required by both Danish legislation and the European Commission. The statutory monitoring at a national level will be based on 'Bekendtgørelse af lov om erhvervsdrivende fonde' (Executive Order for Commercial Foundations) and other acts and executive orders that regulate the operation of foundations under the same law), including the Danish Financial Statements Act and the 'Vedtægtsændringsbekendtgørelsen' (Executive Order on Amendments to Articles of Association).
- To ensure transparency and accountability in the overall project management, and that the management team, the board and the public are continually kept informed about the project.
- To use evaluation tools for continual optimisation of the process and continuous reflection of the project's on going development, for the benefit of the **AARHUS 2017** Foundation, stakeholders, projects and partners. Therefore, a proactive evaluation format has been selected. This aspect is particularly important because it reflects the fact that this project is process-driven, with initia-

tives and projects initiated with a multi-annual perspective, with a number initiatives starting as early as 2013.

- To analyse the impacts and the significance of the ECoC project in relation to its objectives etc. but also on a more general level, with a view to informing future strategies and decisions. It is imperative that the experience regarding investments and political strategies within culture, creative industries, tourism are transferable.
- To create opportunities for actual research programs – evaluation as a learning platform that can contribute to the development of cultural political tools and analytical methodologies.

We will ensure registration, measuring and testing throughout our process, so that evaluation is integrated as a natural component of the project. From the outset, we will measure movements, changes and renewal in order to understand how change and transformatory processes are generated. Therefore, the evaluation strategy will include continual feedback, response, monitoring and reflection, and contribute to a positive and active process that 'takes the pulse' of the project over a five year span.

**AARHUS 2017** will naturally be at the disposal of the Commission during the whole monitoring phase, ready to provide required data and to respond to questions with a view to ensuring that the reports during the monitoring phase will have the greatest possible positive effect to ensure the satisfactory completion of the project.

If our project is to ensure long-term development, the evaluation project will form the basis for the consideration of strategies, initiatives and priorities. Therefore, it is vital that conclusions and recommendations from the evaluation can also be used after the closing down Foundation. As we mention in Q.1.14, the legacy of 2017 will feed into in plans, policies and strategies of Central Denmark Region, Regional Development Forum, the City of Aarhus, other municipalities in the region, the Ministry of Culture and the tourist organisations.

The evaluation will be organised to ensure that documenting and reporting will continue after 2017, as many aspects of the project's effects need to be recorded in the subsequent years. Follow-up of long-term effects will be a priority, both in allocation of resources and in terms of methodology.

#### RE-DISCOVER 2017

Aarhus University has proposed that the evaluation task be placed in a newly established research centre, RE-DISCOVER 2017. At the same time, a steering committee will be appointed for the overall evaluation with representatives from Aarhus University, the City of Aarhus, the Central Denmark Region and the **AARHUS 2017** Foundation, to ensure that core stakeholders can follow the evaluation process.

RE-DISCOVER 2017 will actively use the experience of other Capitals of Culture and our evaluation concept and the proposed organisation have therefore been based on the report prepared by the ECoC Policy Group and on experience from the most ambitious ECoC evaluation programmes. Collaboration with Liverpool Impacts08 has therefore also been planned.

RE-DISCOVER 2017 will manage both the on going evaluation and the subsequent in-depth analysis of collected data. We expected that analyses will be executed with the **AARHUS 2017** Foundation, the City of Aarhus, the Central Denmark Region, external consultants, and relevant other stakeholders.

Aarhus University has a number of Departments and Research Centres that have significant experience with action research, exploratory interventions and evaluation methods from the private sector, public sectors, NGOs and the culture sector. Aarhus University is also willing to engage the necessary competences, methods and reporting formats.

#### THREE LEVELS OF EVALUATIONS AND RESEARCH

##### 1. Macro level

The ECoC2017 will be evaluated as a whole with a focus on the project's overall effects in relation to the strategic goals for the project cf. question 1.1. The broad-spectered evaluations require the design of a well-defined baseline. During the period 2008-12, **AARHUS 2017** has already carried out extensive mappings and had quantitative opinion polls conducted, which are usable in relation to the establishment of a valid baseline.

Evaluation at macro level will be carried out within a number of overall strategic themes. It is expected that between 15 and 20 individual analyses will be carried out. We propose that we use the following themes:

- Culture-driven regeneration in the region; creativity, innovation, tourism, cultural production and events
- Cultural dynamics, participation in cultural life, citizen inclusion and local democracy
- Urban landscapes, urban development and cultural diversity, health and motion, sustainable environments
- Identity, local, regional and European aspects, motifs, rural and urban communities
- Financial effects, investment and activity levels

We expect that all relevant Faculties at Aarhus University will participate in one or more of the theme evaluations. Furthermore, we consider it likely that a number of the City's other educational institutions to a greater or lesser degree will participate in the evaluation via both students and teachers, who will participate in both development and in investigative work.

We have decided to use the framework tool that has been developed by the ECoC Policy Group as a base. It suggests a number of indicators that it would be relevant. As an absolute minimum, we will include the essential indicators, but at the same time, we will aim to include the desired indicators with reference to the above divisions.

## 2. Meso level

At this level, evaluations will focus on specific themes and be directed at selected local communities with a view to a greater degree of detailing in the surveys.

This will mainly be in cases with great investments connected to wider and particularly innovative strategies, e.g. an evaluation of the Gellerup Master Plan's impact on the local community, or central 2017 themes such as "creative industries", "spaces for play and learning", where the effect of working in the cross field between new spatial conditions, pedagogical methods and creativity will be examined.

Subjects will often be based on specific ECOC2017 themes and programs, where we will analyse projects that may have next practice potential. We expect that there will be between 10 and 15 individual evaluation themes, which will be determined in collaboration with relevant partners and organisations.

## 3. Micro level

As a part of the evaluation project, we also expect to invite applications from external researchers to propose individual research projects with a view to analysing and evaluating delimited subjects, processes and methods linked to **AARHUS 2017**.

Focus will be on individual projects. The evaluation of individual project will usually be out by the person responsible for the project. We believe it is essential that the 2017 Secretariat supports this work and demands evaluations as a compulsory part of the collaboration and as a prerequisite for support.

The RE-DISCOVER 2017 centre will set out the framework, and individual project managers will be supported and guided in self assessment/ evaluation. For instance, a forum could be established where projects within the same field or sector could participate in a joint course during the different project phases. Competent people from the cultural life, the research and business communities can be associated as advisory mentors.

## ORGANISATION

The RE-DISCOVER 2017 centre is proposed set up with funding and resources from **AARHUS 2017**, Aarhus University, the Central Denmark Region, and relevant research foundations. In addition, Aarhus University will naturally involve students in relevant courses. **AARHUS 2017** has also entered into partnership with the

analysis institute Epinion, which can contribute at method level with relevant data and surveys.

The centre will be set up in 2013 for a period of five years – **AARHUS 2017** will allocate 0.7 m. Euro to the project. The entire budget is expected to be approx. 1.4 m. Euro.

Four principles regarding working methodology will be the base for the evaluation. These will be incorporated into the centre's success criteria:

- Interdisciplinary research is to be carried out across departments and sections.
- New methods and best practice within cultural research and evaluation are to be developed.
- Knowledge exchange will be facilitated between citizens, public institutions and the private sector where involvement is part of the method.
- Experience will be exchanged with other ECOC cities, to support knowledge of culture's potential as a creative transformatory forced with a view to continuing the development of evaluations in relation to ECoC.

The research programme's overall activity is described in the table below:

Milestones and activities	2013	2014	2015	2016	2017	2018
Organisation and network	Employment of three full-time coordinators 2017 Research Programme, AU	Organise seminars in first phase with involved partners. Contact to other ECoC partners.	Organise seminars in second phase with involved partners. Take initiative to international conferences	Organise seminars in third phase with involved partners.	International conference with other ECoC partners. Rethink research within the cultural sector.	Organise final seminars with involved partners.
Large projects	Take initiatives to projects and apply for research funding.	International call for papers. Conference: Transforming Cities Phase 1 projects	Phase 2 projects	Phase 3 projects	2017 projects	Follow-up projects
Facilitate minor research projects	Develop ideas and processes along with partners.	1st call for research projects	2nd call for research projects	3rd call for research projects	4th call for research projects	Rethink research symposium
Fundraising	Programmes and collaborations	Programmes and collaborations	Programmes and collaborations	Programmes and collaborations	Programmes and collaborations	Fundraising for follow-up analyses
Evaluation and monitoring	Epinion and CFA develop concepts and processes.	Statistics and documentation	Statistics and documentation	Statistics and documentation	Statistics and documentation	Final evaluation report



## VII. ADDITIONAL INFORMATION

7.1

What, in your opinion, are the **strong** points of the city's application

and the parameters of its success as European Capital of Culture and what, on the other hand, are its **weak** points?

### OUR TEN MAIN STRENGTHS

#### 1. INVOLVEMENT AND ENGAGEMENT

Our project has been and will be built on a participatory and inclusive process, which is serious, strategic and delivers projects which are necessary. We have already developed different formats for engagement and we are ready to work with citizens in local communities, students, upcoming artists, cultural institutions, grass roots organisations, local councillors, and large companies. We have documented that an engaged community is the driver of our project and we have documented that we can manage this inclusion and that this results in concrete projects and initiatives.

#### 2. AN IDEAL TIMING FOR THE CITY AND REGION

If the ECoC is to kick start and support long term processes, timing is essential for synergy. The ECoC project comes at a time which is key for Aarhus and the region, and a potential "tipping point" for the city. There is will to invest which can all benefit and contribute to an agenda of change. The ECoC can therefore be a key in this change agenda over the next decade and the political support is strong.

#### 3. THE LONG TERM BUILD UP OVER 4 YEARS

Our project is built in clear steps from 2008 to 2017/18, with projects born of necessity and strategically linked, in order to secure both synergy and long term transition. The four year integrated build up (2013-16) is a period of capacity development, engagement and testing.

#### 4. COMMITMENT TO LONG TERM SYNERGY

The project is clearly linked to a number of long term strategies. All individual departments of the City of Aarhus have taken part

in the process and contribute actively with projects, invest their own budgets in the project and also link the project to their own long-term strategies.

Three regional cultural strategic plans will also secure partnerships between the municipalities in the region and the Ministry of Culture: East Jutland Growth Area, Culture Ring East Jutland and Cultural Covenant for Central and Western Jutland. Several regional strategies are explicitly linked and connected to **AARHUS 2017**; tourism, culture, creative industries and rural development.

#### 5. AN STRONG CULTURAL INFRASTRUCTURE

We define cultural infrastructure in two ways. Infrastructure as buildings and urban programs and also infrastructure as "soft" infrastructure i.e. capacity development, competence and network development. We see these as two prerequisites, not only for the delivery of an **ECoC 2017** programme but also for the delivery of a sustainable cultural sector post 2017.

The overall capacity and quality of the region's cultural centres, art and heritage museums, concert halls, festivals and large scale conferences is absolutely sufficient to host a major ECoC. The current wave of infrastructural investment for urban and cultural projects in the region will however secure an ideal build up programme for projects in 2017. They will also attract new audiences and ensure a high level of media coverage.

These projected buildings and strengthened organisations will also be one of the most important legacies of the ECoC project.

#### 6. DECENTRALISED PROJECTS AND CO-OWNERSHIP

We expect that 90% of our projects will be organised by external partners, institutions, local authorities and networks. This decentralised structure is a clear strength and ensures that the projects are directly linked to communities and that external resources will be invested. It also ensures ownership and secures a better starting point for long term development.

Another aspect is the regional distribution of projects, which is built into our agreements with the regional authorities.

A third aspect is the basic network structure of projects and partners already committed to the project. These include the four re-

gional networks for libraries, theatres, museums, children's cultural centres, as well as the regional university network, and media networks.

#### 7. A NECESSARY THEME - RETHINK

We have an extremely strong theme which is convincing, strategic and also open and adaptable. The theme can be developed not only as a theme for a cultural project but also as a potential guiding principle in the city and region over the coming decade. We have tested our theme over the past six months and the support for the concept is overwhelmingly positive.

The theme underlines the question of personal responsibility and the theme connects to our time and our world as well as being relevant locally and on an individual scale. It is also a necessary theme which dares challenge some of the critical issues of our city and of other cities – issues which are perhaps uncomfortable but which we feel we are relevant.

#### 8. CONCLUSIVE POLITICAL BACKING

We present a bid which has the unanimous backing of the City of Aarhus and the Central Denmark Region and conclusive backing from eighteen city councils in the region.

Aarhus City Council, The Regional Council, and the 18 local authorities have all endorsed the project and confirmed their commitment to a budget of 67,5 m. Euro with allocated and committed funding of 27,5 m. Euro by our public stakeholders.

#### 9. ENGAGEMENT OF A YOUNG SPIRIT

A key for us is to engage young people in the project. This is in keeping with the city's profile and in keeping with the aim of trying to install a new mind set for a new postmodern reality which we may call the ecological age. We have engaged our school sector and we have plans for new types of education, we have collaborations with youth organisations and with arts based education sector. We have four strategic partnerships with Aarhus University, VIA University College, Aarhus School of Architecture and the Chaos Pilots (48.000 students).

## 10. A CULTURAL PROGRAMME WHICH HAS BREADTH, QUALITY AND APPEAL

Our city and region has experience at managing large scale cultural projects and events and experiences of collaboration. The city produces many festivals and events, generates life and celebrates music, arts and culture. There is a “do it yourself” tenacity, gutsiness and blunt obstinacy which will really matter if needed and where resources can be mobilised. We can present a program of arts and culture which will not only have local but also European relevance and attraction.

### OUR SIX WEAKNESSES

#### 1. THE UNCERTAINTY OF NATIONAL BACKING

At this point, we have not secured national backing for our project. We expect that the Danish government will support the project and participate in the project both via national cultural institutions and other bodies, by supporting the project internationally (cultural diplomacy, international branding strategies) and not least by co-financing the project on the basis of matching funds with the city/region i.e. 27.5 m. Euro. This has not been confirmed.

#### 2. BEING OVERLOADED AND UNDER SUPPORTED

Our project is extremely ambitious and complex and needs to have the optimal development potential. If the project is to maintain its developmental character and secure long term effects, the foundations must be strong and be put in place as soon as possible. It is holistically conceived.

Therefore, a reduction of the project will not only risk reducing the projects effect via a reduced size but actually undermine the projects longer term potential. If we have to manage downscaling, this will require astute action and re-thinking!

Key aspects which could threaten the project stability include the lack of support “in kind” to the Secretariat as planned and a reduction of the basic budget of preparation.

#### 3. A TRANSFER OF THE PROJECT TO AN INDEPENDENT FOUNDATION RESULTS IN A RADICAL CHANGE OF POLICY

It has been seen in previous ECoC projects that a transfer from the bid phase to the operational phase can result in a revision of the concept, either by the board or by the selected director(s).

This project’s success is dependent on a successful transfer to the new Foundation in order to build on the massive and detailed preparation. This transfer will be ensured by the fact that the board of the Foundation are already appointed and the project is solidly embedded in the participating local authorities, the regional and the cultural sector.

#### 4. WE FAIL TO INSTIL A CHANGE OF MINDSET

Organising cultural events are not problematic. Securing audiences are not problematic; the programme quality is not problematic. The infrastructure is not problematic. The mindset might be. Changing mindsets is an ambition we strive to achieve, but naturally cannot be planned or programmed.

#### 5. THE UNKNOWN MAY TAKE OVER

Planning for the unknown is not easy. We are determined to give this a try. As we state early in our bid we are not against planning, just against the planned i.e. the predetermined. We plan for change and establish laboratories which are our framework for seeking answers to challenges and solutions for the future. However, as we know, laboratories are laboratories and once in a while may make mistakes.

We will ensure that we are able to relate to political controversy, global movements, ethnic or cultural conflicts, climate driven catastrophes and new trends as they happen. A breaking program for breaking news and cultures.

We will not only monitor change but also re-ACT to change. In fact, this may not turn out to be a weakness at all – if we are aware, prepared and adaptable.

7.2

Does the city intend to develop particular **cultural projects** in the coming years, irrespective of the outcome of its application for the title of European Capital of Culture?

As we have stressed throughout the application, the **AARHUS 2017** project is the result of an intense process involving a number of stakeholders – artists, institutions, citizens, politicians, businesses and others – who have participated in shaping themes and building the projects.

We have also strived to create a project, which is linked to the city and region’s long term strategies, in order to ensure maximum impact of the ECoC, but also to ensure sustainability.

Our city and region work continuously with major cultural projects. The 2017 process has formed new alliances and new projects, which we will continue to develop. Our city and region have changed – the transformation has already begun.

This bid includes a number of strong, cross regional initiatives developed in collaboration with our European contacts and networks. Even if we are not nominated, we will continue to further develop these initiatives. For us, there is no going back.

Among these initiatives are:

■ **The European Centre for Children’s Culture** (p. 52), ■ **MMEx** (p. 51), ■ **Design for Life** (p. 74), ■ **Festival of the Century** (p. 55), ■ **International Rethink conferences** (p. 48), ■ **From Godsbanen to Gellerup** (p. 48) and the ■ **Scenographic City** (p. 71).



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The Arsenal, Viborg - Cebra Architects  
Viborg Baneby - Viborg Kommune  
Randers New Art Museum - Arkitektfirmaet 3XN  
World of Energy, Bjerringbro - Energimuseet  
Ocean Centre, Grenaa - Vitsbøl og Poulsen  
New Malt, Ebeltøft - Ny Malt  
The Prison, Horsens - Hans Jørgen Storgaard Andersen/ GNU FDL  
The Prison, Horsens - Pressefoto  
Midtbyforbindelsen, Horsens - RUMarkitekterne  
Kulturtorvet, Silkeborg - Årstiderne Arkitekter  
Delika Area, Hammel - Municipality of Favrskov  
MCH Time World Herning - Helle Gravesen  
West Jutland Art Pavillion, Videbæk - Henning Larsen Architects  
KRAFT, Ringkøbing - KRAFT  
North Sea Living Thyborøn - Annette Damgaard

#### Routes and tracks in the landscape

- 59** Jens Søndergaard's Museum, Ferring - Jens Søndergaards Museum  
LIGHT – landscape and voices - Elle-Mie Ejdrup Hansen  
LIGHT – landscape and voices - Elle-Mie Ejdrup Hansen  
Fornæs Lighthouse - Annette Damgaard  
Rosenholm Castle - Kirsten Damgaard  
Kalø Castle ruins - Malene Thyssen  
Poskær Stenhus - Villy Fink Isaksen/commons/CC-BY-SA-3.0  
Silkeborg Bad - Silkeborg Bad  
Øm Kloster (Convent) - Niels Jepsen/ GNU FDL  
Love Alley by Marianne Jørgensen - Marianne Jørgensen  
Campingwomen by Marit Benthe Norheim - Marit Benthe Norheim  
Project Forest adder Døvling Meldgaard Skov - Skovsnogen.dk  
Lem Kær Windmill Park - Jørn Deleuran, Scanpix  
Birk Centerpark - Michael Lyk Madsen  
Vedersø Klit - Annette Damgaard  
Kongenshus Mindepark - Kongenshus Mindepark

#### European Sea Routes

- 61** Solkorset, Container TV - Solkorset  
Maersk, Aarhus Harbour - AFA  
Unifeeder, Aarhus Harbour - Ole Brinkner,  
Solkorset, Container TV - Solkorset  
Container cabin - GNU Free Licens  
Solkorset, Container TV - Solkorset  
Port of Aarhus - Ole Laasby  
2 x Viking Moot - AFA  
2 x Moesgård Museum - Henning Larsen Architects  
2 x Viking Moot - AFA  
Solkorset, Container TV - Solkorset  
Bureau Detours - Annette Damgaard  
Female Spectacles, Women's museum - Marianne Jørgensen  
Port of Aarhus - Ole Laasby  
2 x Viking Moot - AFA  
2 x Moesgård Museum - Henning Larsen Architects  
2 x Viking Moot - AFA  
Solkorset, Container TV - Solkorset  
Bureau Detours - Annette Damgaard  
Female Spectacles, Women's museum - Marianne Jørgensen





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