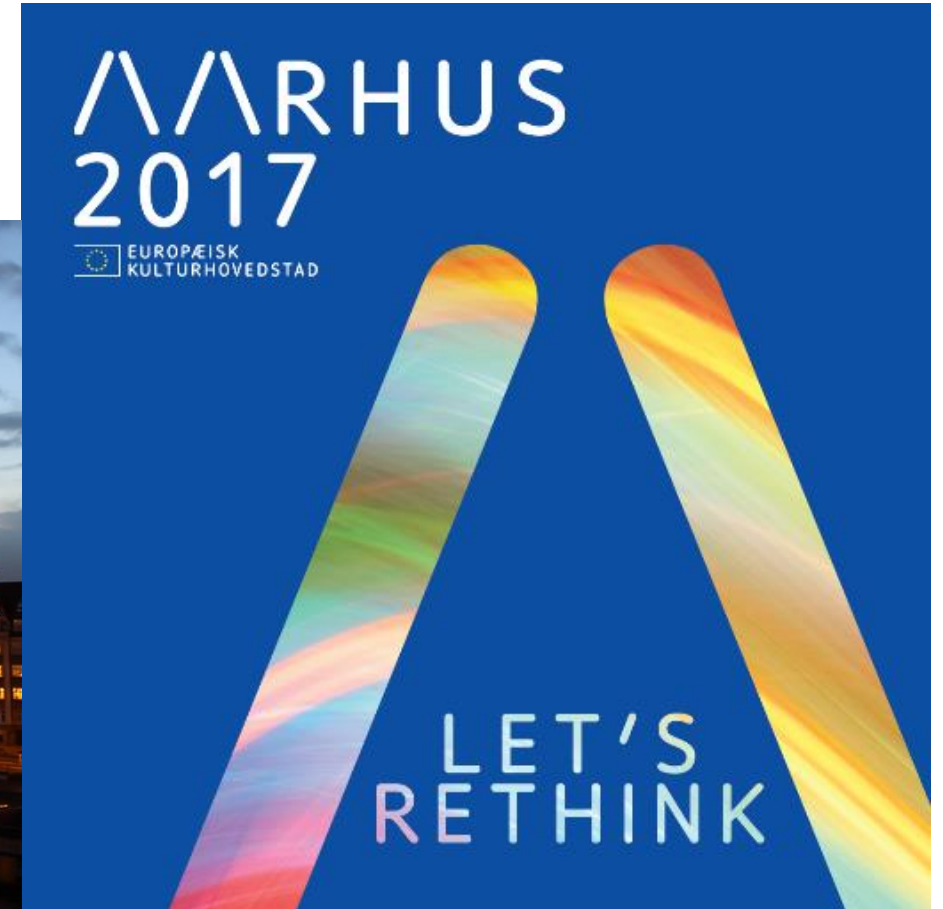


Aarhus as European Capital of Culture 2017 - strategies and impacts

*Info Day “European Capital of Culture 2024”
Tallinn, February 20th 2018*

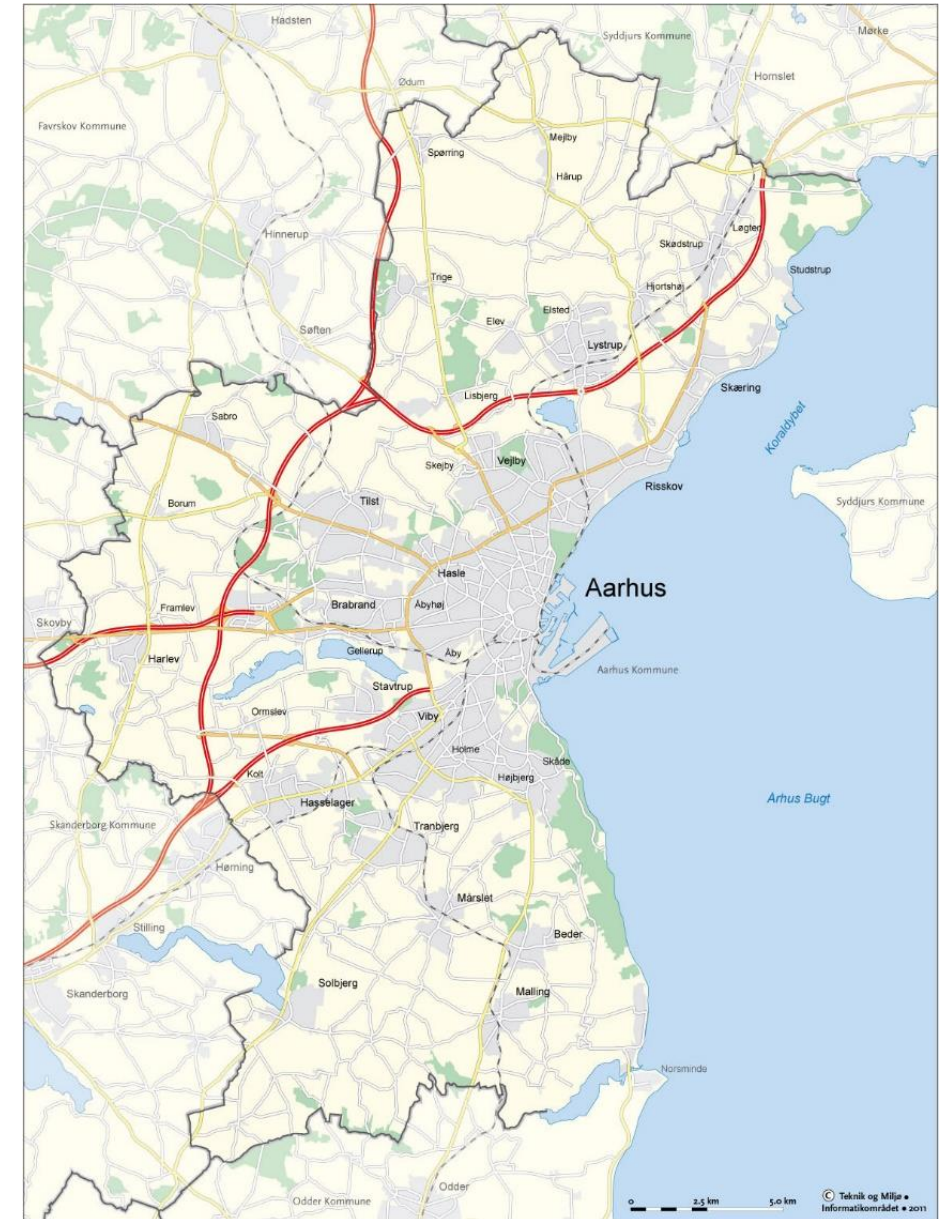


Facts about Aarhus

- Population 2017: 336.000
- Annual growth: Appr. 5.000 people
- Expected population 2050: 450.000
- Unemployment 4,2 %
- Citizens of non-Danish origin: 16,5 %

Central Denmark Region

- Population 2017: 1,3 mio.
- 19 municipalities



Aarhus – European Capital of Culture 2017

- Denmark and Cyprus were host nations for ECoC 2017
- Aarhus competed only with Sønderborg in Southern Jutland
- Pafos was appointed in Cyprus
- Aarhus worked on the application from 2008-12
- Citizens and stakeholders were involved heavily
- The motto chosen was RETHINK
- It is about which role arts and culture can play when facing common societal challenges in Europe



Phases in the bidding process

Challenge: How to maintain commitment and public ownership for a long period

Phase 1: Cultural mapping and SWOT analysis – 2009-10

Phase 2: Vision seminars, 13 subjects, 2010

Phase 3: Project workshops, 2011

Phase 4: Revision and refocusing, 2011 after bid book 1

Phase 5: Writing final application, 2011-12

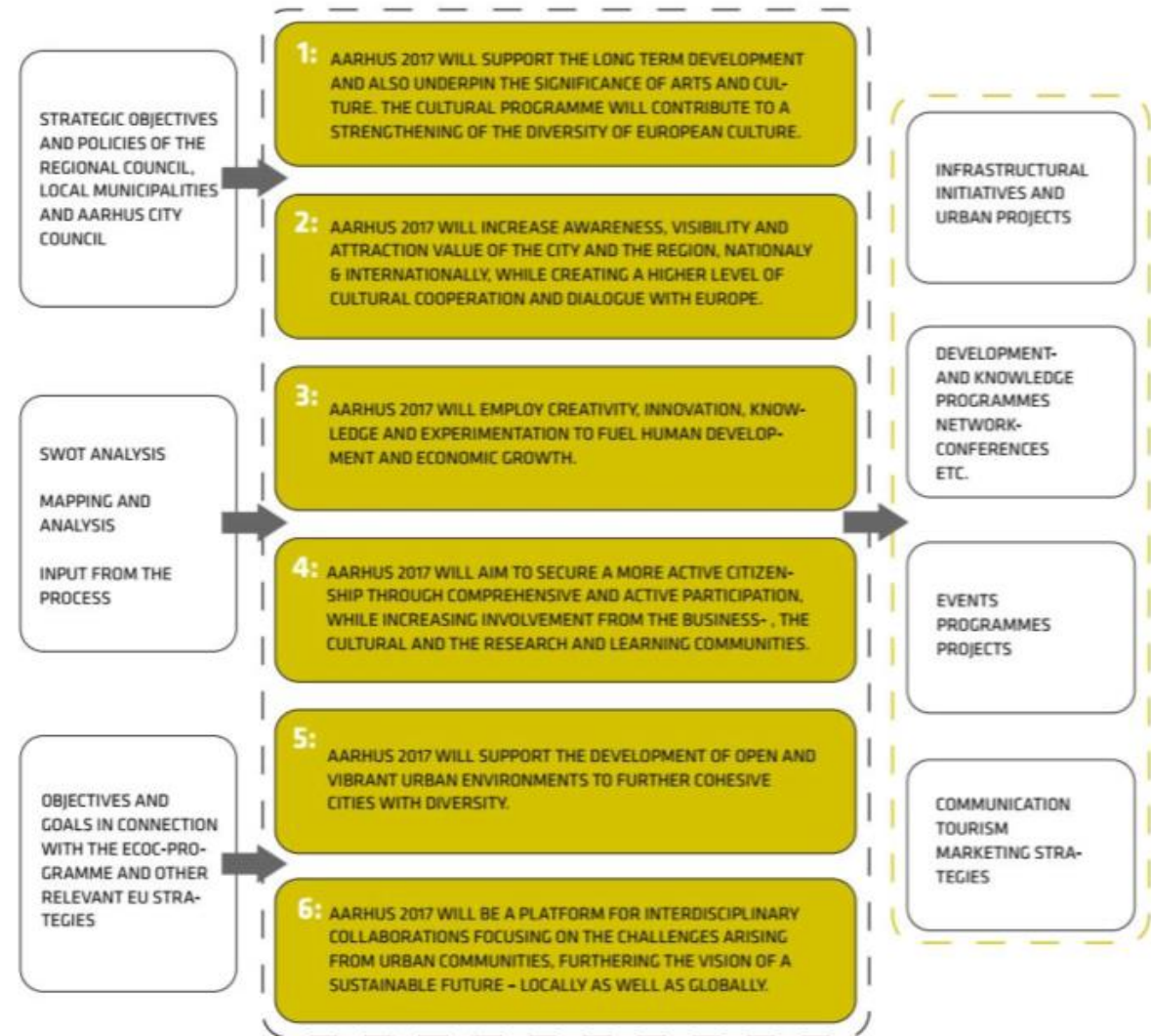


Strategy development

- City and Regional strategies
- 6 politically adopted strategic goals for Aarhus 2017
- Strategic Business plans



Challenge: How to secure commitment from other municipal departments



Citizen participation

"A project WITH the city, not just FOR the city"

- 600 persons from cultural organisations
- 680 companies from the creative sector
- 900 participants in 4 conferences
- 2.800 participants in seminars and workshops
- 12.000 visitors to exhibitions with presentation of projects
- 24 publications



Aarhus 2017 international strategy

- The bid book: *"From a city in Europe to a European City"*
- International strategy adopted 2016:
 - A high quality cultural programme with a strong international dimension and impact beyond 2017
 - International exchanges of ideas and people
 - An increased number of tourists generating growth and jobs
 - International awareness of Danish strengths positions
 - Promote Denmark as an attractive place to study, work, visit, live and invest



Aarhus 2017 and internationalisation

- Projects (international partners or cultural exchange)
 - ✓ 71 % of all projects have international partners or exchange
- New international partners (embassies, cultural institutions...)
 - ✓ 36 embassies in Denmark involved
- New international networks (ECoC family, IFACCA...)
- Strengthening of the EU-Office
- International media coverage
 - ✓ 2016: 1.100 times / 52 different countries
 - ✓ 2017: 2.674 times / 50+ countries
- Aarhus as a tourist destination



Theme: Let's RETHINK

Vision /

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

Mission /

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



European challenges



Social
exclusion

Scarcity of
resources

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/

Urbanisation— Challenges —Climate change

/

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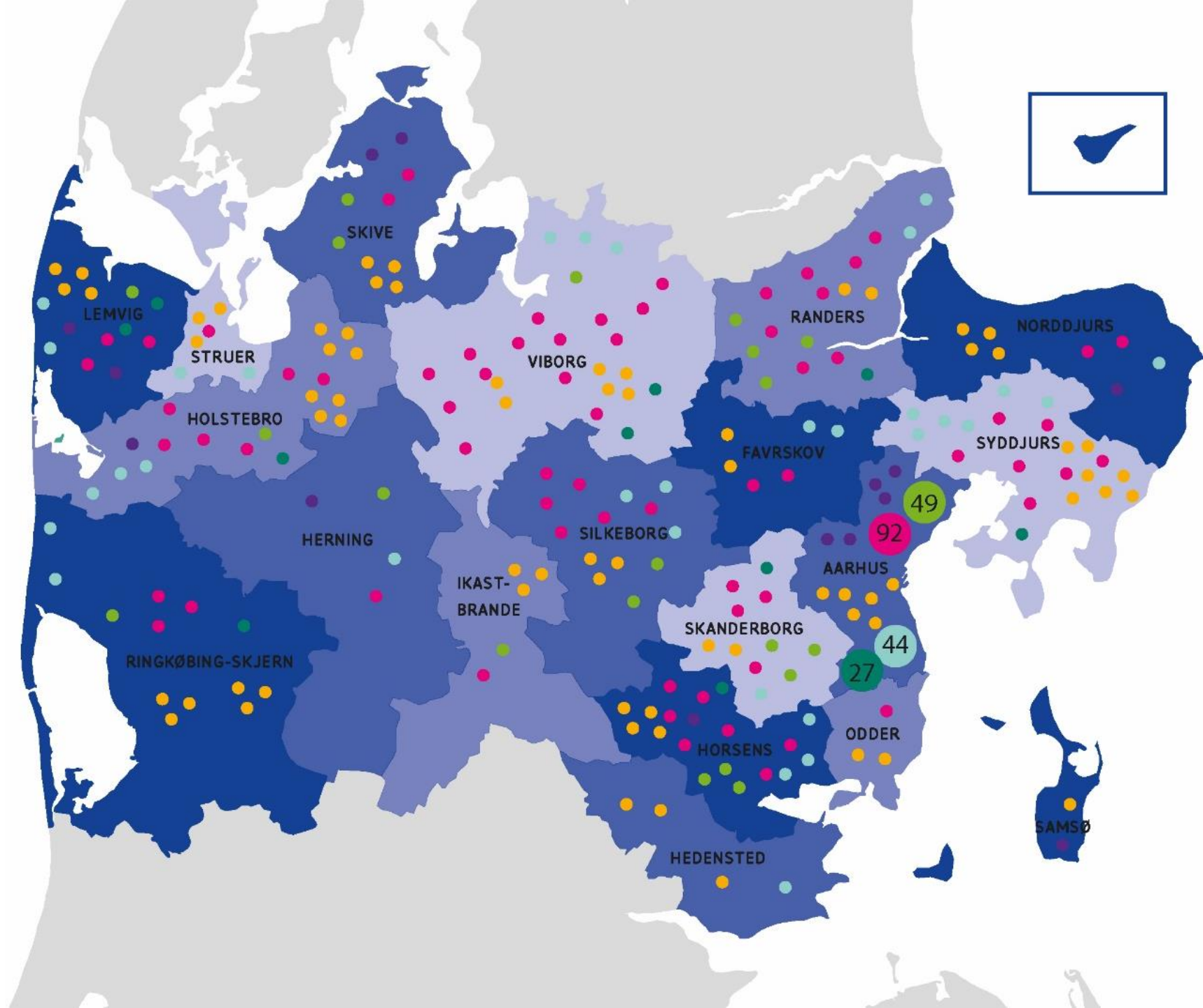
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Rising Economic Migration
unemployment crisis

*“Not a cultural project,
but a city project”*

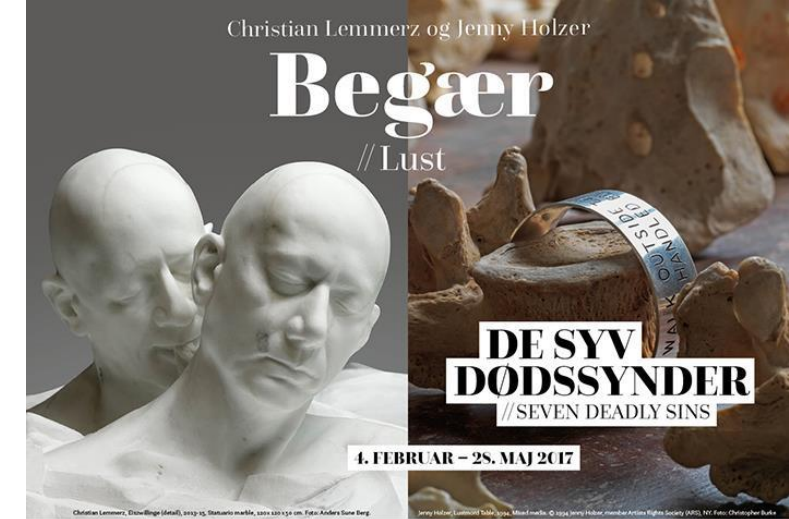
The whole region is behind

Central Denmark Region and all 19 municipalities were part of the project and have agreed to continue cultural cooperation in the years to come



Involvement of the region

- The ECoC title belongs to a city
- (Lack of) traditions for regional cooperation
- Opposition against the regional capital city
- How to secure support from the whole region
- The Return on Investment (ROI) principle
- Organizing regional cooperation
- The legacy



Du/i indbydes hermed til åbningen af udstillingen

Begær

// Lust

CHRISTIAN LEMMERZ OG JENNY HOLZER

Lørdag 4. februar kl. 13

Velkomst ved museumsdirektør Lise Jeppesen
Officielle åbningstaler ved kunstner Christian Lemmerz
og programdirektør for Aarhus 2017 Juliana Engberg

Udstillingen vises i perioden 4. februar til 28. maj 2017

RANDERS KUNSTMUSEUM





Financing

Challenge: National contribution decided on very late (2015)

In application:

Realised:

City of Aarhus

100 mio. kr.

116 mio. kr.

Region

55 mio. kr.

59 mio. kr.

18 municipalities

45 mio. kr.

43 mio. kr.

State

200 mio. kr.

129 mio. kr.

Funds, sponsors etc.

100 mio. kr.

106 mio. kr.

I ALT

500 mio. kr.

453 mio. kr.

Organizing Aarhus 2017

- **Application:** City of Aarhus, Cultural Department was responsible
 - Project organization
 - Staff and expenses
- **Delivery:** Independent foundation is responsible
 - Board members
 - Secretariat established 2013
 - Staff and secondment
 - Administrative expenses



Why did Aarhus get the title?

- Strong cultural infrastructure existing already
- Long tradition for delivering international cultural events
- Strong regional support and commitment
- Political consensus
- A convincing bid book



Cooperation Aarhus 2017/City of Aarhus

- Projects
- Secondment
- Financial and staff management
- Management sparring
- Readiness Committee
- Tourism Consortium
- Evaluation – Rethink Impacts 2017
- Legacy-strategy
- Regional steering group



Which effects do we evaluate?

- **Cultural** (strengthened cultural sector and European relations)
- **Image and Identity** (increased visibility and knowledge about Aarhus)
- **Economic** (more visitors and stronger creative sector)
- **Social** (activation of citizens as volunteers, audience and participants)
- **Organisational and Political** (stronger cross-sectoral and cross-institutional relations)



rethinkIMPACTS 2017

Which long term effects do we expect?

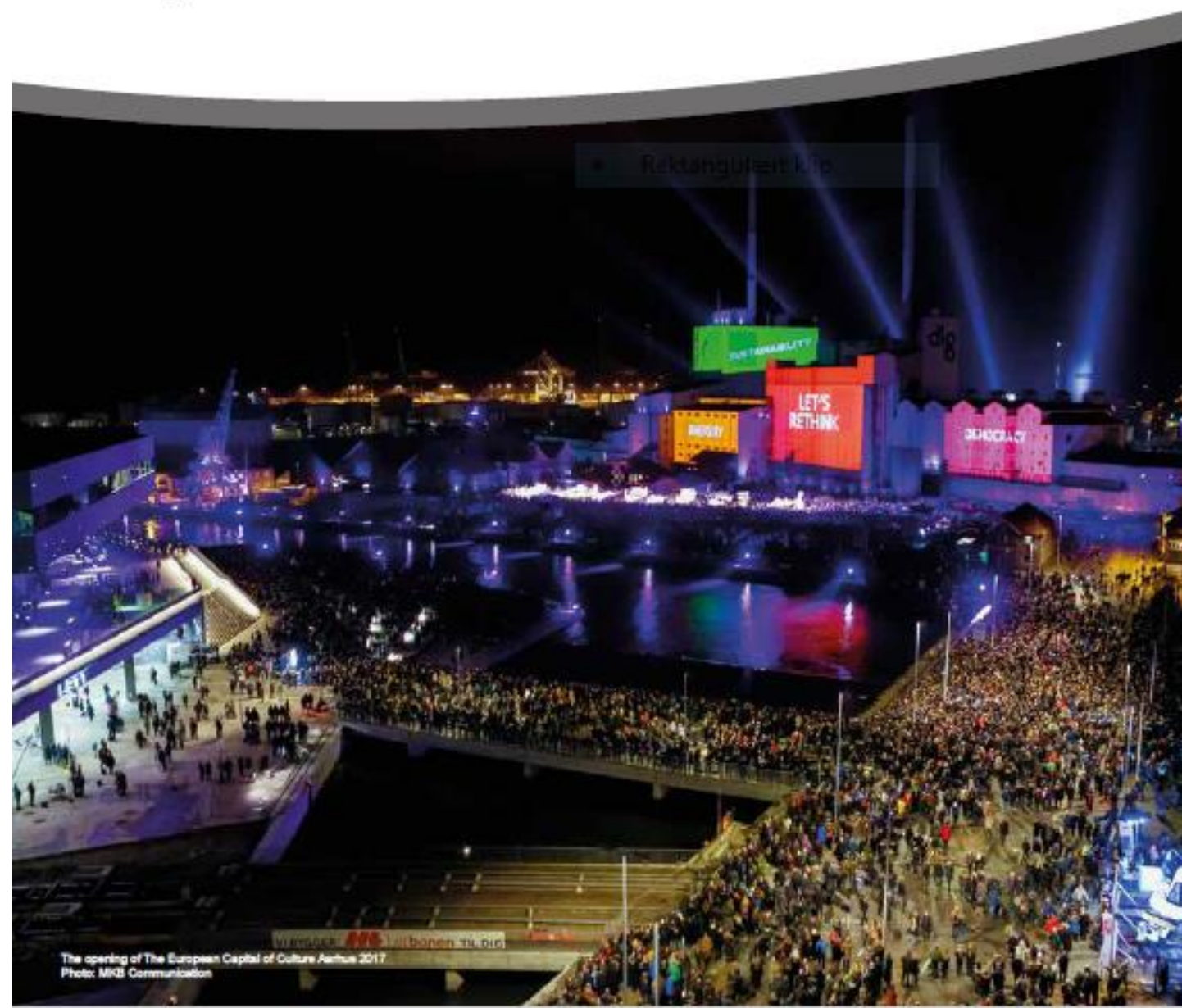
- Vision: "Aarhus – International Region of Culture"
- Examples:
 - ✓ 2017 legacy should be considered and addressed in all city policies
 - ✓ International and regional cooperation to be continued
 - ✓ Cultural tourism shall be prioritized
 - ✓ rethinkIMPACTS 2017 evaluation project to be continued
 - ✓ Volunteer project to be continued
 - ✓ A lot of projects to be continued
 - ✓ Every 3 or 4 years: Regional project – "A Year of Culture"?

**BUILD
SOMETHING
THAT
OUTLIVES
YOU**

ALEXANDER ROSE // AMERICAN DREAMERS

CULTURAL POLICY 2017-2020

City of Aarhus



Cultural Policy 2017-20

Legacy of Aarhus 2017

- ☐ Higher artistic quality
- ☐ Innovative arts and culture
- ☐ Higher visibility of cultural projects
- ☐ Stronger networks and cooperation
- ☐ Arts and culture on the political agenda
- ☐ Better evaluation methods
- ☐ Higher degree of internationalization
- ☐ Strong network of volunteers
- ☐ Increased tourism
- ☐ Growth in creative industries



"Aarhus – an international city where culture sets the agenda"

- Culture is a key driving factor in the city's development
- 'The good life' is the focal point



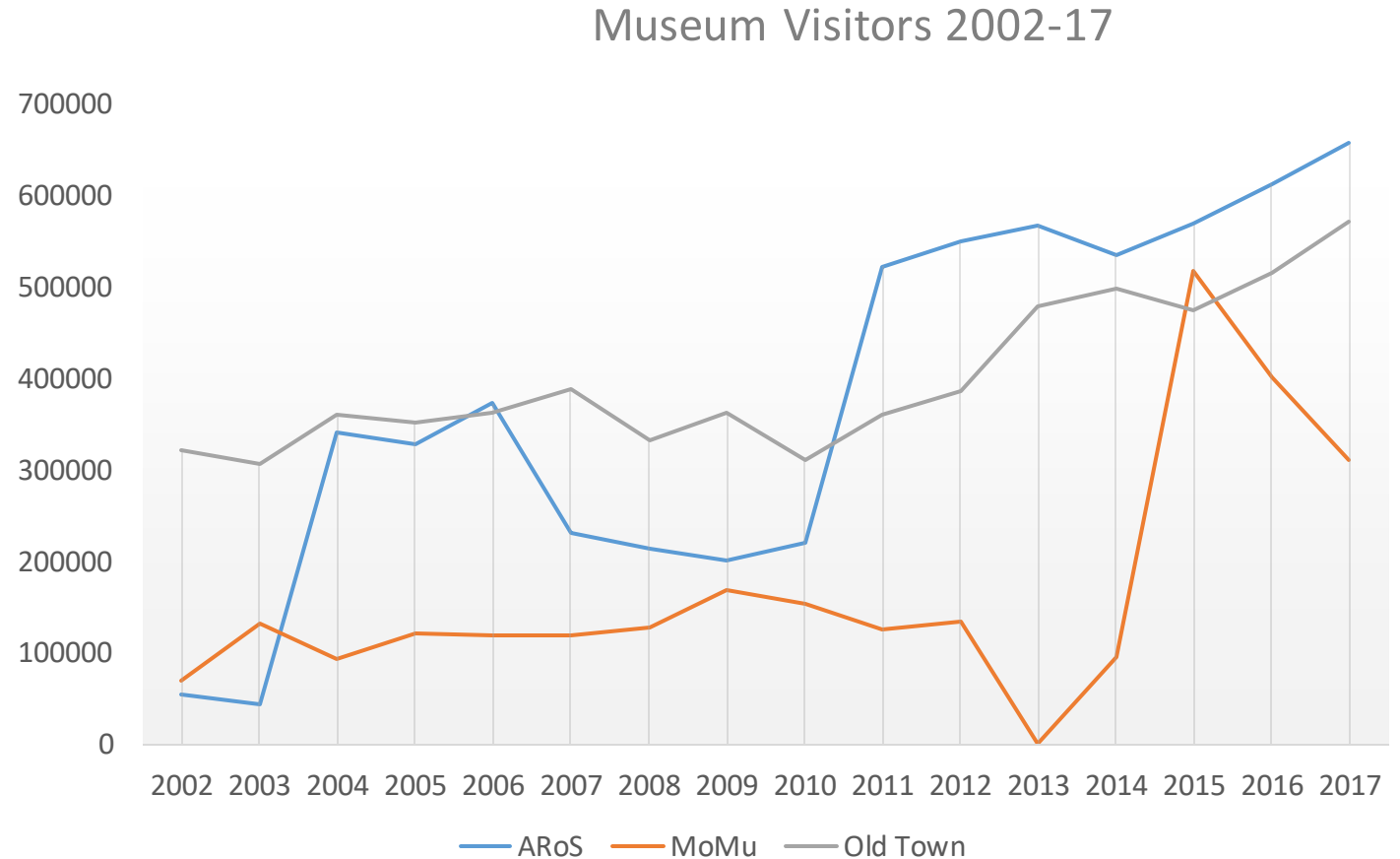
Museum visitors

- Maximum amount of visitors:

ARoS (2017) 658.086

MoMu (2015) 517.603

The Old Town (2017) 571.167



Increase in overnight stays

Increase 2013-2016:

National overnight stays in Aarhus: 37 %

International overnight stays in Aarhus: 40 %

Increase from 2016 to 2017:

National overnight stays in Aarhus: 10 % (DK 2 %)

International overnight stays in Aarhus: 16 % (DK 3 %)



Recommendations



- Decide early on expected legacy
- Decide from the very beginning how to secure that the organizer of ECoC and the cities involved are on line
- Prepare regional cooperation in the early stage of the project
- Make the whole region commit economically as early as possible
- Think international all the way through
- Make the bidding process participatory
- Make it clear that being a part of the project requires active involvement and not a "folded arms attitude"
- Don't panic about criticism from citizens and media
- Make a communication plan with a clear timeline – and stick to it



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