

EARTH

The

AVEIRO
CANDIDATE
CITY
EUROPEAN
CAPITAL
OF
CULTURE
2027

th


FIRE

WATER

Element

AIR

The 5th
2027
AVEIRO
CANDIDATE
CITY
EUROPEAN
CAPITAL
OF
CULTURE
Element



Aveiro

80.900 INHABITANTS
365.000 IN THE REGION

7% FOREIGN RESIDENTS

14% YOUTH POPULATION

33.000 STUDENTS

18.000 UNIVERSITY STUDENTS
AND RESEARCHERS

65 SCHOOLS

4 UNIVERSITY AND HIGHER
EDUCATION INSTITUTIONS

10.000 COMPANIES | 42.400 IN THE REGION

26% INDUSTRIAL WORKERS

5.3% UNEMPLOYMENT RATE

2 NATIONAL ECONOMIC CLUSTERS
(SUSTAINABLE HABITAT; TICE.PT / ICT)

1 CREATIVE SCIENCE PARK

90 SPORTS FACILITIES

INTRODUCTION

1. LONG-TERM STRATEGY

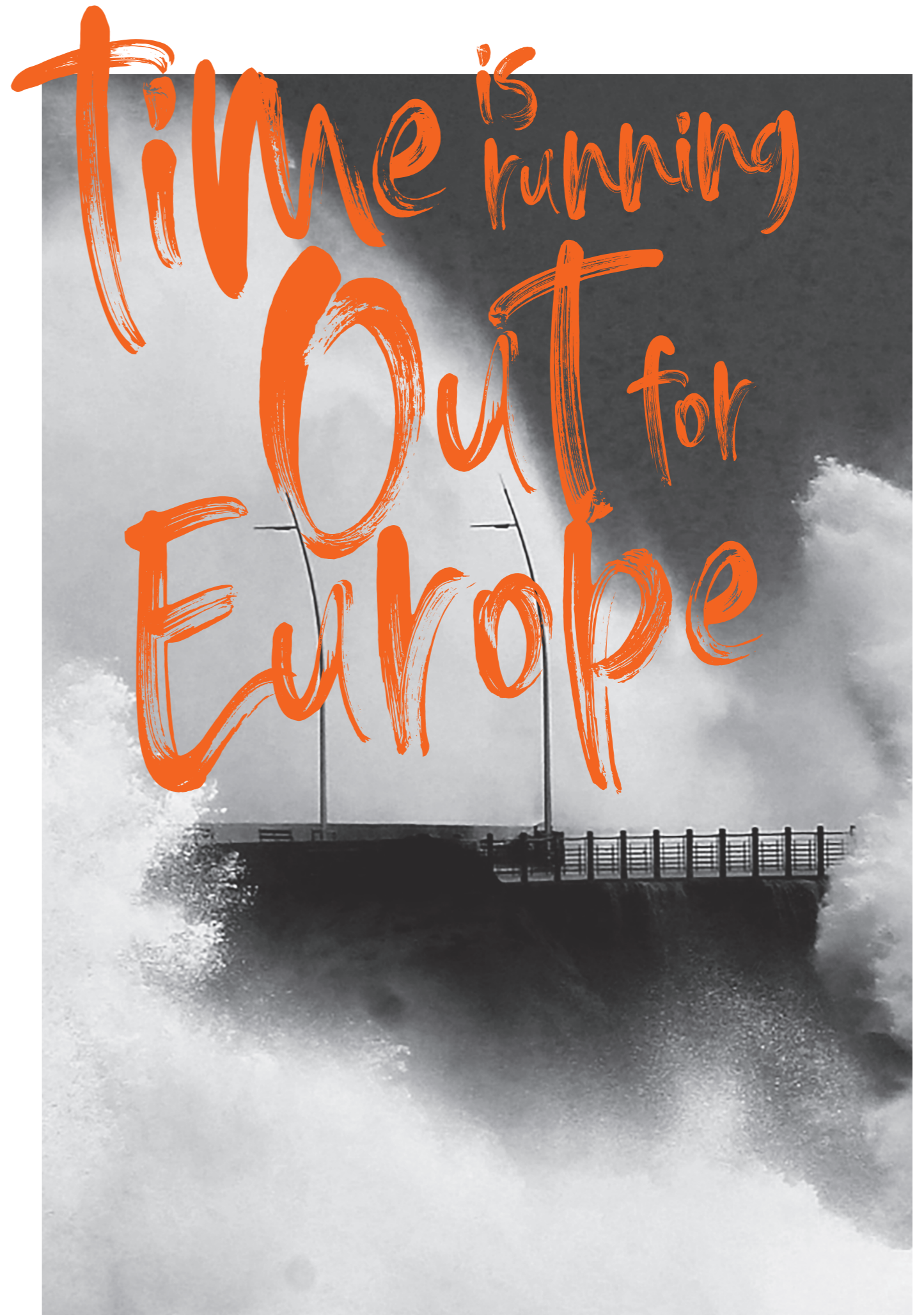
2. CULTURAL
AND ARTISTIC CONTENT

3. EUROPEAN DIMENSION

4. OUTREACH

5. MANAGEMENT

6. CAPACITY TO DELIVER



Q1 WHY AVEIRO?

Time is running out for our city, for Europe and our planet. We need to re-evaluate our relationship with nature, with other living species, the environment and spaces we live in. Political divisions, inequalities and social transformations have impacts on the ways we live together, urging a more participative culture and the revitalisation of shared values. Technology and artificial intelligence are changing the ways we learn, work and relate, demanding new skills to deal with the digital world.

The world is becoming a more complex place, where local and global dimensions, human priorities, needs and futures are increasingly interdependent. The current pandemic is just one expression of this.

For Aveiro there is an additional, very specific threat through climate change. **Scientists predict that by 2050 – or perhaps sooner in 2030 – large parts of Aveiro will be under water.**

This is one of the main reasons to compete for the title. One of the many ones.

Another one is the top-down approach of our current cultural system. With the City Council being the top cultural player in the city the variety and quality of the cultural offer is decent, but the diversity and capacity of the cultural field is rather weak.

The ECoC can be our catalyst in triggering a development that creates more resilient and democratic bottom-up approaches in culture – which also go hand-in-hand with more citizen engagement. Our extensive capacity building programme (see Q6) is the chance to turn the current developments around and point us in the right direction.

Introduction

Where do we start?

While we were preparing this bid book, we read quite a few other bid books of designated and candidate cities. And we noticed: We are all here for more or less the same reasons.

At first, we were a bit discouraged. What could we say or do that others have not yet said or done? But then again, whether it is a city in Finland or Slovenia or Ireland – we all want the same: sustainable and green cities, resilience against climate change, democratic values, participation from citizens who currently feel excluded, education and digital literacy, cultural diversity, European and international exchange. We realized an important and simple truth. We are all on the same page.

Perhaps this is a moment where we are all united by the same worries and issues. Perhaps at this moment we are more similar as people in Europe than we ever were. And that is a good thing – because that means that European cities share similar values and aspirations – as we can see with initiatives like the New European Bauhaus.

Our reason for Aveiro to participate in the competition is to contribute our own, specific angle to the story that we all share in Europe. The European Capital of Culture appears as an extra-ordinary opportunity to bring local communities together around a common vision for Aveiro's future, which is interdependent with Europe's future.

Aveirenses have, over the centuries, made and remade this unique amphibious geography, exploring the fertility of Vouga River delta land and the generous Atlantic Ocean. Fishing, salt, wind, and ceramics made this community thrive and build a future. Breaking this down to the bare building blocks of Aveiro's DNA this means that the **four elements Earth, Water, Air and Fire have shaped Aveiro's existence.**

EARTH

The unique ecosystem and biodiversity created by Aveiro's natural assets, Aveiro lagoon (Ria) and the Atlantic provided the raw materials – adobe, clay, salt, sand and water – that supported the city's foundation. Also, its identity and economic development since immemorial times (salt production, ceramics, maritime activities, agriculture, industry, exports). Currently, Aveiro is probably on the edge of losing the next battle to climate change. In the 17th century the lagoon (Ria) begun to lose direct communication with the ocean due to sand movements, increasing flood risks and impacting relevant economic activities, triggering the worst moment of the city's history. In response, Aveiro's resilient people sought solutions in cooperation with European Engineering. Only in the 19th century did this European knowledge exchange reach a successful new coast design, which still exists today.

Yet again, here we are in 2021. Questioning if there will be a tomorrow. Whether Aveiro will be liveable by 2050 or covered by sea waters again, erasing centuries of Aveiro's history and evolution. Today our region is at a key moment for changing the course of these battles. And so is the world. New sustainable living solutions based on circular practices, short value chains (farm to fork), clean energy and mobility are needed.

ECoC is a fertilizer to grow our inventiveness for a SUSTAINABLE CITY.



WATER

Water represents 34% of Aveiro's geography, merging the lagoon (Ria) and the Atlantic. Water flows through and frames Aveiro's topography just as blood runs through our veins. It is a constant, a threat, an integral part of its ecosystem, a point of reference providing direction and movement towards the horizon. It holds an essential part of Europe's (bio) diversity and forms a major migration route for thousands of birds. Aveiro's open horizons to the Atlantic have turned this region into an intercontinental platform and connected Aveirenses to American, African and European territories ever since the 15th century. Aveiro's present and future depends on how it can maintain exchange, tolerance and dialogue, mutual respect among people, openness to diversity and sustain democratic values.

Thus, Aveiro wants to become a place where European democratic values can be reflected on and renovated. Where shared principles and bonds reinvented and new practices for participation can be created and tested. Where shared spaces – both digital and physical – will be created to celebrate European and transatlantic cultural diversity, opening new canals that connect the people and communities of Aveiro, Europe and the Atlantic.

ECoC is a floatation device to renew our traditions of a DEMOCRATIC CITY.

AIR

Wind shaped Aveiro's geography, our city structure and its urban landscape. It fuels fire, allows windmills to work and wind energy to grow. It creates movement and determines navigability conditions. It is the power that propels movement away and towards Aveiro. Air shapes Aveiro's identity and heritage. It gives us the salt and forms the soul of Aveiro's life. Aveiro's community model was deeply influenced by its economy of the sea and a strong agricultural and industrial past. Working men were absent for months in the faraway ocean and women at the shore captaining the land, children and elders. Many Aveirenses had to start anew in Brazil and Venezuela, but also all over Europe. Today Aveiro is a city that has inhabitants of all Portuguese regions and all over the world (over 100 nationalities). The region is also facing structural transformations by welcoming new waves of immigration from south America – thus inverting the former outward movement. All this changes Aveiro's social fabric, along with an aging population and isolationist tendency. Today's Aveiro must be capable to build a new social cohesion, one that acknowledges the incoming social diversity, intergenerational dialogue and reinvents shared principles for those who live and visit. Being able to welcome others is directly connected with the levels of integration in Europe's larger community.

ECoC is a fresh breeze for building a welcoming and more culturally engaged community to make a COHESIVE CITY.



FIRE

Aveiro region has an exceptional concentration of ovens of all kinds, from the ones used to cook ceramics and Azulejos (tiles) to traditional bread making. The unique light of Aveiro stands out as a force of attraction while providing renewable energy. The industrial vocation of Aveiro, along with the unique tech and innovation environment will contribute to form an essential energy both for the physical and digital worlds. An creative drive that will impulse the city's economic dynamic in the future. Today Aveiro stands out as a city where local knowledge and traditional practices are essentially relevant. They co-exist with cutting-edge technology and the national innovation clusters devoted to Sustainable Habitat and ICT's. A tech city that combines creativity, tech and a far-reaching vision through cooperation between university, public and private institutions.

However, Aveiro needs new ways to cope with technological disruptions and digital transition, to be able to train and retain talent, and activate its potential to overcome threats.

ECoC is a welder to access innovation and become a RESILIENT CITY.

But it is the **5th Element** that shapes Aveiro as a community. And that **fifth element is Culture.**

The **5th Element** is our concept (developed further in Q4).

We understand Culture as the essential element to keep a community together, fostering new symbiotic relationships between the four original elements of this city's DNA, resulting in a collective aspiration that will guide Aveiro towards the future.

Aveiro 2027 will provide the right conditions, tools and channels to combine and experiment the four essential elements in a new way.

The European Capital of Culture will be a unique opportunity to establish the Fifth Element as fundamental piece of Aveiro's sustainable development.

So that we can have Europe's back - here in the far West.

Q2 OUR PLANS TO INVOLVE THE SURROUNDING AREA.

Aveiro stands both for the city and the Region so the answer to this question is very much yes. Aveiro 2027 bid is a joint initiative from both the Municipality of Aveiro, CIRA – Aveiro Intermunicipal Committee, the University of Aveiro (UA) and AIDA-CCI – Commercial and Industrial Chamber of Aveiro. Our bid is strongly supported by the ten other municipalities of the Region of Aveiro – Agueda, Albergaria-a-Velha, Anadia, Estarreja, Ílhavo, Murtosa, Oliveira do Bairro, Ovar, Sever do Vouga, Vagos. We know from experience that 11 players can turn a match around for the whole region. Just kick us the ball – Team Aveiro is ready.

Of those ten cities, the town furthest from Aveiro is about 40 kilometers away and the region has approximately 365.000 inhabitants. But students, workers and other city users living in neighbour cities come to Aveiro every day and are part of the daily cultural fabric of the region. One of our main goals is primarily to engage every city user and this larger community, strengthening or reconnecting our cultural streams with towns near Porto, Viseu and Coimbra, the major urban centres in a radius of less than an hour distance. Together, this territory has more than 2 million inhabitants.

This region shares most of the city's DNA (see Q3) and at a 'Greater Aveiro' scale, including surrounding municipalities, a fabric of cultural infrastructure facilitates a growing portfolio of events and festivals which are becoming platforms for local talent rather than merely receiving houses for travelling content. At regional level, we have recently worked on projects about the valorisation and preservation of cultural heritage (including maritime heritage),

infrastructure developments and intermunicipal networking. We have also addressed enhanced tourism attractiveness and the public cultural offer, access and visibility across our municipal theatres, museums and heritage sites, cultural centres, schools and public libraries. The wide offer of artistic education structures, mostly in music and dance, as well as the increasing presence of relevant cultural agents, events, structures and individual participation in networks with national and international visibility also reinforces our regional cultural potential.

Yet despite all of the positives and potential described above, we need to do more to support and drive local cultural production.

Cultural and creative value chains are still too fragile and fragmented, especially when it comes to collaboration between associative and private sectors, self-sustainability, and opportunities to retain and develop local talents. We also need to do more to capitalize international opportunities and to develop regional and national audiences.

These common challenges led the regional municipalities to sign a **Regional Alliance for Culture 2030** which was approved in June 2021 (described in more detail in Q5). It aims to facilitate the continuity and deepening inter-municipal networking we have begun. It also paves the way for a joined up cultural approach tying in ECoC projects and activities to best benefit the social, heritage and landscape features of this very specific Aveiro region.



AVEIRO CANDIDATE CITY EUROPEAN CAPITAL OF CULTURE 2027

AVEIRO CANDIDATE CITY EUROPEAN CAPITAL OF CULTURE 2027

Q3 THE OVERALL CULTURAL PROFILE OF AVEIRO.

Aveiro's cultural profile is inseparable from its ancient maritime vocation. Both the Atlantic and Ria de Aveiro have significantly influenced the mentality of the people, the regional development, affecting the conditions of land use and an economy based on maritime and industrial activities like fishing, agriculture, salt production, ceramics, and crafts. The epic cod fishing campaigns led by Aveirenses in the Newfoundland and Canada seas contributed to establish salted codfish as a national symbol. But the negotiation with the harsh living conditions wasn't always easy, leading to on-going migration movements to other regions and to European, American and African countries.

The vivacity of Aveiro comes, above all, from its people, entrepreneurs by tradition. Today, Aveiro is a multicultural city with more than 80,000 inhabitants. The University alone hosts more than 18,000 students and researchers from more than 80 nationalities. Over 5.550 foreign residents – mostly from Brazil, Venezuela, and Ukraine – have found a home in Aveiro,

reversing the former outward movement and demographic degrowth. Also, an increasingly important Roma community lives in the region but still faces several integration challenges.

Aveiro has a growing cultural sector, in which there are more than **100 independent cultural and city-owned cultural institutions** in the urban area and more than 500 in the region. The University of Aveiro is providing an important platform for cultural training, research and practices in music, design and audiovisual arts as well. In fact, to build on our team analogy of Aveiro Region, the University is very much our "12th player".

CULTURAL INFRASTRUCTURE

Larger municipal institutions include the **Museums of Aveiro network**, composed by Aveiro/ Santa Joana Museum, City Museum, Art Nouveau Museum and Troncalhada Salt Pan Eco-Museum. **Aveiro International Biennale of Artistic Ceramics** is the most high-profile event of the visual arts sector in Aveiro, designed to strengthen our cultural and artistic heritage and encourage the production of contemporary artistic ceramics. The most notable architecture examples are **Baroque and Mannerist churches and chapels, Art Nouveau buildings** but also more recent **modernist and**

contemporary architecture such as Atlas Aveiro – Public Library and the University Campus.

Teatro Aveirense is a central piece in the cultural life of Aveiro. It stages contemporary music, dance and theatre to audiovisual arts as well as hosting the only independent cinema in the city. It promotes a collaborative relationship with the local and national artistic community and is responsible for the **main festivals of the city dedicated to contemporary arts and culture**. Festival dos Canais (urban festival with open air performances and art installations), Criatech (digital experimental art) and Prisma (crossing art, light tech) are responsible for bringing artistic experiences to public spaces.

Despite some of the undoubted strengths and dynamism in aspects of Aveiro's culture, we know we can be better still.

For example, **the cultural infrastructure is still too concentrated at the city centre**, and the potential of cultural and civic organizations which are closer to the local communities has not been given enough emphasis in our funding and programming. And overall, we need to be less top-down and municipally driven in order to give our independent scene more room to develop.

THE INDEPENDENT SCENE

Already, **the independent cultural sector** has been growing in visibility and voice. GrETUA (experimental university theatre), Trilhos da Terra Photographic Centre and CETA (experimental theatre company) are some of the examples. More individual artists and creatives have started exploring innovative cultural practices – e. g. Red Cloud Marionetas, Tiago Margaça, Paulo Rodrigues / Theatre Music Company. Independent art spaces such as VIC Aveiro Arts House (a hostel and artistic residency in the former house of the local artist Vasco Branco) or Avenida Café-Concerto (renovated art-deco movie theatre that reopened its doors in 2018) combine contemporary arts and culture with conservation of cultural heritage. Mercado Negro and Postlab are notable spaces as well as the growing street art movement. Independent festivals comprise, for e.g. National Geographic Exodus Aveiro Fest.

THE MUSICAL AVEIRO

Music and performing arts represent one third of the activity areas within the local cultural system, showing a great potential in the city. But while the dance sector lacks **structure and opportunities for professionalization** and professional artists, music has a central stage in Aveiro. There's a wide range of professional and non-professional musicians, groups, bands, choirs, philharmonics, most of them connected to the music schools. Led by private and public entities such as the Aveiro's Conservatory, about 30 private schools (with 2,000 students), and other non-professional philharmonic bands and music associations (Santa Cecília Musical Society, Banda Amizade and Banda Quinta do Picado), music education covers all ages and study degrees.

Settled in Aveiro, **Beiras Philharmonic Orchestra** is one of the main professional institutions in Central Portugal and a channel to take music to communities all around the region.

The University of Aveiro plays an important role too, not only offering several graduate courses in music studies, but also through **research, production, and promotion** of the local dynamics (for e. g. SOMA Project – music and sound heritage, Centre for Jazz Studies; DECA). Creativity and science come together in the implementation of the **STEAM city** programme, an ambitious and internationally awarded project developed by the City, the University and the main ICT companies and innovation institutes. The Educational Services strive to combine offers from public and private entities, such as the Ílhavo Maritime Museum, the Vista Alegre Museum, Fábrica Centro Ciência Viva (Living Science Centre) of Aveiro and the Santiago da Fonte Salt Pan.

There are several **music businesses** for management and production with international impact, also supporting local talent. Sons em Trânsito is the main Portuguese player in the field of world music and responsible for taking Portuguese talent all over the world. In the music and theatre fields the organisation of events is increasingly occurring in partnership with local, regional, and national entities and agents. Examples include Associação Tertúlia Aveirense, Palco Central, GrETUA, Fall Festivals, Aveiro Síntese and Reencontros com a Música Contemporânea.

LOCAL TRADITIONS

Traditional local celebrations include **São Gonçalinho** – in January, when 12 tons of Cavacas (sweet bread) are thrown from the top of the chapel; the **Feast of Saint Joana** in May, the patron saint of the city; and **Feira de Março** (March Fair) that since its foundation (15th century) is one of the most popular events in the country.

THE NEED FOR CHANGE

The **pandemic** is having an utter impact – both financially and on the creativity – not only for the independent scene. In an online survey made in 2021 we have found out that 61% of local creatives

were significantly affected and 8% closed their activity. That's why the municipality developed a programme – Culture in Times of (Un)certainty – in 2020 and 2021, under the framework of the Aveiro 2027 bid process, with specific measures to support financially the local art scene, but also creating and adapting opportunities to sustain the cultural production. Beyond the pandemic, however, there is a **collective demand for a professional platform for creation, training, communication and international collaboration**, while retaining talent and increasing attractiveness for larger audiences. This is developed further as a key element in our capacity building activities (see Q6).

Aveiro's cultural strategy – a key part of the bidding process – has generated an extremely positive response from cultural players. Especially as an opportunity to counteract some **significant blockages impeding the growth** of the local cultural and creative critical mass and capacity. As we mentioned in Q1, the cultural system is organised **very much top-down**. **There are only few opportunities for independent players to thrive**. **Another good reason to focus on capacity building and the creation of four new cultural tools** in the city as described in Q6 and our artistic programme.

Lack of opportunities for career development, talent retention and lack of access to funding are just some of the challenges to cultural organisations. The size of the local market/audience and too little collaboration between the operators and sectors stand out as main threats, resulting for example in programming overlaps and unnecessary competition. This explains the need to **build and reinforce networking initiatives**, for instance between regional museums, theatres, and libraries. Co-creation opportunities and capacity building platforms for local cultural and creative agents is equally identified as a weakness in the Regional Alliance and the Strategy for Culture. More on our response to this is shown in Q5 – Q7.



Q4 THE CONCEPT OF OUR PROGRAMME

Our concept is **The 5th Element**. For the Alchemists of medieval times the 5th element was aether. **For Aveiro the 5th element is Culture.**

At the core of our concept is the idea that Culture is the quintessential ingredient for a more sustainable, democratic, cohesive, and resilient future together. The European Capital of Culture will be our catalyst. The people of Aveiro will be the alchemists of transformation.

Since Greek antiquity, at the very bosom of Europe, the universe was perceived as composed of four basic elements, **Earth, Water, Fire and Air**. This four-fold rendition of material reality has shaped and permeated European thought and culture for many centuries up to this day. We can identify these four elements in medieval thought, in renaissance painting, in philosophy of the age of enlightenment just as well as in futuristic poetry of the early 20th century.

For Aveiro, the four elements of earth, water, air and fire account for the city's very existence in a literal sense.

The earth brought salt to be harvested and clay to be moulded into ceramics which then was formed into tiles by fire; the ocean and rivers brought fish and trade; and the climate and atmosphere nurtured a delicate and fertile ecosystem.

Yet it is the **5th element – Culture – that makes a city meaningful**. Culture gave this combination of elements meaning and opened-up a process of civic discovery. Culture brought the city identity, founded on a set of shared values, stories and aesthetics. Culture enabled the city to change, to re-think and re-fresh.

Today, it is through culture that a new revolution in creative placemaking is underway.

In Aveiro and in cities across Europe and beyond, the intersection of art and science, creativity and technological innovation, memory and youth, are catalysing a process of profound change.

In the past, the four elements led to a focus on economic growth.

Today the four elements converge through a focus on environmental sustainability, social inclusion, tolerance and justice. This is due to a culture shift: in what we value and what we need to do for a better society, for a better city, for a sustainable future.

Aveiro likes to think of itself as a city of culture-led innovation. It is time to shape a new type of city built on transdisciplinary connections, meaning artists and designers working with technologists, engineers, and scientists towards impactful innovation that can find solutions for environmental and social challenges. Cultural and climate change has required us all to think and act differently with the four elements. It is through the 5th element that we are building a new city which, as European Capital of Culture 2027, can be Europe's lab, test bed and R&D hub.

Aveiro 2027 will create an inspiring, practical and fun device to enable cultural alchemists to combine the 5th element with the other four in our cultural programme:

The 5th Element and Earth transform into new ways of co-habitation and sustainable habitats.

The 5th Element and Water create new canals that connect people and communities.

The 5th Element and Air offer a sense of belonging and inclusion driven by a radical accessibility approach.

The 5th Element and Fire channel artistic intelligence that impacts the creative and entrepreneurial dynamic.

The concept of the 5th Element touches the "elemental" level of life, the "elemental" level of the European thought system. And it translates Aveiro's elements into European values of the advanced 21st century:

Sustainability, Democracy, Cohesion, and Resilience.

And that... changes everything!

Q5 OUR CULTURAL STRATEGY

Aveiro Cultural Strategy 2030 was approved by the City Council on June 13th 2019. Soon it became part of the main development strategies of the city and region, reflecting an integrated vision that combines the cultural strategy with several policies and action-plans for the city's sustainable development. It has been aligned with the Aveiro Municipal Director Plan, urban regeneration (PEDUCA), education and social inclusion (Education Letter of Aveiro) strategies, as well as technology, science and digital innovation initiatives (Aveiro Tech City / Aveiro STEAM City).

More recently, our fruitful **collaboration with the region** has seen the extension of the cultural strategy right across the Aveiro region to include all of our 10 partner municipalities. This Regional Cultural Pact – **Alliance for Culture 2030** – embodies the guidelines included in the Strategy for Territorial Development of the Aveiro Region (EIDT-RA 2030) and was given formal approval on **June 21st 2021**, covering the period up to 2030.

The Alliance for Culture deepens the work developed at the inter-municipal level. Its overall goal is to promote and strengthen the Aveiro Region as a place of cultural production of excellence, supported by the distinctive social fabric, heritage and landscape surrounding us. It aims at the creation of a collaborative network among all the municipalities and cultural agents in the region and the development of a strategic programme, including support for the European Capital of Culture application.

The plans for sustaining the cultural activities beyond 2027 if our bid is successful are laid down in the regional Alliance for Culture 2030 as challenges and goals. They are continuously adapted into two-year Action Plans. Depending on whether we are designated or not, the action plans will be either adapted to accompany the ECoC or to deliver our strategic goals without the support of the ECoC.

LONG TERM STRATEGY

As described in the preceding questions, our concept of the 5th Element sees culture making a crucial connection between the four core elements which originally shaped Aveiro and places like us, and the four European values around which successful cities and regions can be built. **Sustainability. Democracy. Cohesion. Resilience.**

As a starting point on that journey, **the Cultural Strategy recognizes that we need to invest in, expand and improve our cultural system and the way it connects to other areas of modern city life.**

So that we can make the 5th Element really work. As such, the Cultural Strategy identifies 10 challenges and 12 strategic goals to drive our cultural system forward.

10 CHALLENGES

1. Scale and consistency of Aveiro's cultural and creative sector need to be enhanced
2. Too little familiarity with the identity, history and heritage of Aveiro region and its communities
3. Lack of approaches towards new audience generation for culture and cultural participation
4. Communication and dissemination mechanisms for culture needs improvement
5. Lack of cultural networking incentives and too many disconnected silos within and around the cultural system
6. Economic sustainability of the Cultural and Creative Sector needs to be fostered; need for Creative Economy incentives
7. Potential relationships of culture with the industrial, technological, and scientific sectors of region are underutilized
8. Need for cultural responses to the new challenges of sustainable and post-covid tourism
9. Lack of measurement systems of the impact of culture and creativity on other areas of cities development
10. Need for international affirmation and recognition of Aveiro as a city of culture

12 STRATEGIC GOALS

1. Qualify and empower Aveiro's cultural and creative sector
2. Invest in artistic education (ex. STEAM)
3. Adjust sector practices to new participation models in order to reach new audiences
4. Value local heritage, biographies and stories
5. Reinforce the quality, diversity and offer cultural mediation processes
6. Integrate culture into sustainable development policies across the region
7. Equip cultural players with digital skills
8. Create conditions for the retention and attraction of creative talent
9. Create efficient and effective platforms for cultural communication
10. Internationalize processes for artistic production and creation
11. Renew, equip and update cultural infrastructure with adequate conditions for creative and cultural needs;
12. Adapt Aveiro's cultural governance model to new strategic challenges

is the 5th element

Culture

that makes a city
meaningful

Q7

HOW IS AVEIRO 2027 INCLUDED IN THIS STRATEGY?

As mentioned in Q1, European Capital of Culture will provide us with an exceptional living laboratory to test and redevelop the new elements which make up European cities and regions. To do this we have combined the challenges and goals from the Cultural Strategy into three key "areas of intervention" which form the heart of Aveiro's European Capital of Culture plans (see table below). The development of each of these 3 key areas will use the "elements for modern city life" – as the key focus of positive change – Sustainability, Democracy, Cohesion and Resilience – to ensure a joined up and consistent approach to long term development through ECoC 2027 and beyond. Crucially, Aveiro 2027 will celebrate shared European and Transatlantic culture, heritage and diversity and influence in the cultural urban, economic, and social development of this region, as well as its international profile.

AVEIRO CULTURAL STRATEGY 2030

Areas Of Intervention

Creativity and Creative Talent
 #capacity building #artistic creation
 #education #tools/skills/spaces
 Attract and retain talent.
 Enhance the capacity and sustainability of cultural and creative sector

Participation and Audience Development
 #community #diversity #opportunity
 #access
 Increase the relationship of all citizens with cultural and artistic practices production and, without barriers

City, University and Region
 #territory #urban environment
 #endogenous resources #tourism
 #well being
 Culture as a driver for sustainable development and to reinforce international attraction

2030 Strategic goals

A robust, resilient and qualified CCI sector:

- Qualify and empower Aveiro's cultural and creative sector
- Invest in artistic education (ex. STEAM)
- Equip cultural players with digital skills
- Create conditions for th retention and attraction of creative talent
- Create efficient and effective platforms for cultural communication
- Internationalize processes for artistic production and creation
- Renew, equip and update cultural infrastructure with adequate conditions for creative and cultural needs

All citizens with access to culture without barriers:

- Adjust sector practices to new participation models in order to reach new audiences
- Value local heritage, biographies and stories
- Reinforce the quality, diversity and offer of cultural mediation processes
- Integrate culture into sustainable development policies across the region

A sustainable region with international visibility:

- Integrate culture into sustainable development policies across the region
- Promote greater appreciation of the identity, history and heritage of Aveiro region and its communities
- Adapt Aveiro's cultural governance model to new strategic challenges

AVEIRO 2027

Ecoc strategic goals

- Accelerate capacity building developments of the cultural and creative sector, but also in terms of urban development
- Develop an artistic intelligence specialized in tech and digital education and encouraging collaboration with science, education, technology and industry
- Define and develop cultural platforms and spaces, both physical and digital, allowing to deepen knowledge of the CCS sector and maintain its vitality through continuous monitoring and evaluation, creative economy, etc.
- Increase participation and opening culture and creativity to a more inclusive and representative group
- Test new models for audience development and participation, engaging citizens, institutions and cultural professionals
- Value collective identity and heritage and renovate the city and regions narratives
- Reinforce cultural accessibility and nurture the sense of belonging, diversity and shared identity
- Increase the international profile and attractiveness of Aveiro city and region through the exposure of Aveiro's cultural stakeholders and productions to a wide range of European and transatlantic networks and artists.
- Reinforce the positive role of culture in sustainable development, providing the city's stakeholders efficient practices and tools to redesign the city and region, increasing quality of life and wellbeing, and preparing it to receive future generations, visitors and inhabitants
- Promote networking and cooperation among regional, national and international players

Q6

PLANS TO STRENGTHEN THE CAPACITY OF THE CULTURAL AND CREATIVE SECTORS

"Our concept, The Fifth Element" has emerged from a major process of engagement and consultation with Aveiro's cultural and creative sectors as well as with the industry, tourism, science, education, environment, social, and health sectors.

That's why we can be confident that the idea of the 5th Element is recognized through a broad cultural, political and institutional consensus as being a dynamic force which can both drive and connect Aveiro from now up until after 2027.

Our aim is to encourage a sense of creative imagination in the way Aveiro works, testing out and perfecting new ways to express ideas, forging new alliances between culture and other sectors and reaching the public in ways that appeal to the many and not to the few. This will drive the way we connect with people through our Outreach programme, it will influence the way we shape and deliver the 2027 Cultural and Artistic programme and promote positive change in creative ways. And here it also drives a major capacity building programme for Aveiro's cultural and creative sectors.

We need to develop and use all of the assets and qualities of the people who live here. And we – like other places – are currently not making the most of them.

TRAINING

1. Develop training programmes for the entire value chain of the CCI Sector
2. Empower local agents within the processes of cultural creation and production
3. Support entrepreneurship programmes for young CCI agents
4. Develop artistic mobility programmes with international dimension

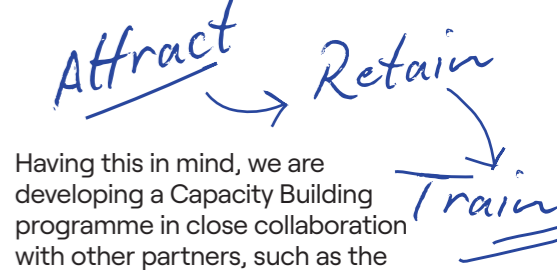
This needs to change and the 5th Element is our crucial change catalyst, guiding our investment in Aveiro's culture and its people. Capacity building – deepening the knowledge, effectiveness and connectivity of Aveiro's cultural and creative sectors – is at the heart of Aveiro cultural strategy, where Creative Talent stands as one of the three crucial "areas of intervention".

- Among the strategy's specific goals we highlight the following:
- Training and developing the cultural and creative sector to strengthen production and artistic creation
 - Promoting artistic, creative and scientific education as a lifelong learning process
 - Providing stronger digital skills for the CCS sector
 - Creating conditions for the retention and attraction of talent
 - Adapting the cultural equipment and infrastructure to the new needs of Aveiro
 - Promoting more collaborative, bottom-up and multidisciplinary activities.

Aveiro is known by its strong Industry (Ceramics, Paper, Cork, Machinery, Automobile) and ICT Sector (Altice Labs and National ICT Cluster TICE.PT), as well as for its innovative University that is recognized for outstanding research and support to regional economy. However, the CCI sector in Aveiro is yet fragile and lacking supporting mechanisms to promote its growth.

INCENTIVES

1. Promote access to funding, fair remuneration and inter-sectorial cooperation and ideation
2. Ensure funding to tackle urban challenges & career development
3. Guarantee personal and professional stability
4. Promote collaborative, bottom-up and multidisciplinary activities



Having this in mind, we are developing a Capacity Building programme in close collaboration with other partners, such as the University of Aveiro, and other regional and international partners, organizations and networks, as further explained in Q11 and in our EU Dimension. This programme has two main focuses:

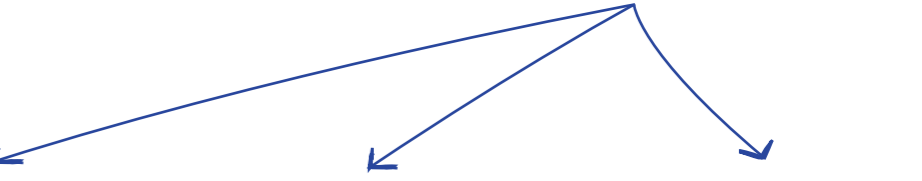
- a) creating a Creative and Cultural Economy Cluster
- b) promoting intercolaborative practices to back up the city's sustainable development.

1) ART PROGRAMME – ATTRACT RETAIN TRAIN CREATIVE TALENT

ART's main objective is to develop and strengthen a strong, independent and long-lasting Creative and Cultural Industry Cluster in the Region of Aveiro. ART will promote several training and learning programmes, both for cultural and public organizations, services and professionals, international mobility programmes, development of new technical and support services and offices, and an incentive programme – Creative Aveiro – with an annual investment of 250k euros to fund at least 135 new cultural productions until 2027.

In short, ART aims at empowering Aveiro CCI sector, training and retaining creative talent and enhancing local economy.

It will essentially focus three dimensions – training, incentives and spaces as presented in the table below.



SPACES

1. Create working and meeting spaces for creative agents
2. Promote cultural activities within public spaces and outside the city centre
3. Tackle cultural infrastructure problems in terms of adequate conditions, technical equipment and accessibility
4. Develop strategies, programmes and conditions to enable talent retainment

collaborative practices

2) SUSTAINABLE CREATIVE CHANGE

Our concept of Culture as the 5th Element mirrors both the need and opportunity to transform Aveiro into a quintuple-helix city and to **strengthen inter-collaborative practices between cultural agents, creatives and the other sectors and players of the city.** As we will show in Q11, we will make use of four main tools acting as platforms to the “cultural compartments” of our cultural programme. These tools are four things in one: a capacity building programme, new pieces of cultural infrastructure, a knowledge resource and an audience engagement driver. This way we can reach the interconnection between the different sectors in the city for a long-term impact.

AI - Artistic Intelligence Factory

will foster interdisciplinary practice between culture, science, technology and industry as a force for development of new projects and ideas towards a resilient Smart, Steam and Tech City. AI will create a strong connection to the existing ICT and Industrial Cluster and to R&D practices from the University and converge S+T+ARTS and STEAM education initiatives. Artistic residences, mobility European Programmes, cultural entrepreneurship, training and learning are some of the activities.

Living Places Lab is about places and spaces. It aims at reinforcing the collaboration between the CCS sector, students from the University of Aveiro (Urban Planning, Design and Engineering) in tackling our citizen’s challenges. Urban voids and other abandoned spaces present opportunities for reimagining urban space, bringing local culture and local voices into the processes. It will involve creating new approaches to sustainable urban regeneration and design connected to New European Bauhaus.

Creative Change Academy is a physical and digital space that aims at expanding connections and synergies between Aveiro and European, American and African countries and cities. The CC Academy will use the intellectual and artistic power of local and international artists, activists, researchers and thinkers who are involved in the contemporary debate about democracy, decolonialisation, gender equality and how they affect or relate with social changes and transformation.

Community Culture Club

ensures that local participation and capacity building go hand in hand. It will involve developing new methodologies for community participation with training programmes for civic associations and institutions connected to the social sector as well as volunteers and community mediators, promoting regional engagement and community co-creation initiatives.

Finally, in order to carry out efficient Monitoring and Evaluation Plans of the ECoC process (see Q9) a **MAD lab – Monitoring and Assessment Design Lab** will be established in 2022.

Q8 LONG-TERM CULTURAL, SOCIAL AND ECONOMIC IMPACTS

For us the long-term impact will be that Aveiro 2027 cultural programme will have transformed dreams into reality, translating into creative placemaking and a way of living which brings all of the elements of modern life together.

After 2027:

Earth has been the fertilizer to nurture a more **sustainable** Aveiro region.

This results in all urban actors being better equipped to think and design a **sustainable city**, a city without compromising future generations and with consideration for economic, social and environmental impacts. The focus on urban sustainability and nature care, with the support of the knowledge already available in existing projects developed by the University of Aveiro has led to:

- More aware, involved and resilient citizens in protecting and nurturing the environment and biodiversity
- Innovative industrial ecosystem through quintuple helix (academia, governance, industry, civil society and environment)
- More sustainable and efficient infrastructure and public space using new technology
- Fewer environmental impacts of cultural production and consumption
- The old fish market has been revitalized and built with Aveirenses participation, and transformed into a new ocean front where nature, architecture, arts, wellbeing and tech all come together.

Sustainability

Democracy

Water has spouted a more inclusive and participative **democracy.**

The Democratic City has explored the potential of new ways of civic engagement and active transformation of the urban fabric. A city needs engaged citizens with new available tools for policy influence, agenda-setting, co-creation and placemaking. By 2027 this has been implemented in close relation with the Creative Change Academy. The impact on the urban democratic soul is expected to include:

- Greater democratic participation and improved confidence in institutions
- Culture is a driver for development at the heart of civic institutions
- More engaged citizens in policy influence, agenda-setting, co-creation and placemaking
- Greater exchange between local and international artists and creatives
- The former Colégio Dr. Alberto Souto has been accepted and populated as a new hub for cultural and creative activists, political and social scientists and diverse communities across the globe.

Air has blown away the cobwebs and our stratified society feels more together and **cohesive.**

The Cohesive City sees in accessibility, in the huge potential of fostering diversity, and in the voluntary engagement of citizens the path to promote a happy and liveable city for all. Culture plays here the most prominent role as it enables us to nurture the sense of belonging, the respect for difference and a European identity and profile. The capacity to include is one of the relevant expected impacts including:

- Communities and citizens are more participative and active in city life
- More tolerant, inclusive, and supportive society
- Lovingly preserved heritage spaces with cultural functions taking place in them

Cohesion

- Lively cultural places – indoor and outdoor – all over the region.
- Revitalized public and leisure spaces (gardens, canals, etc.) give the city a real sense of togetherness
- The network of nearby cultural centres has expanded to the outskirts of the city and region and each one of these spaces have become a new centre in the neighbourhoods for citizen engagement and cultural exchange.

Fire has ignited the soul of Aveiro and welded a sense of strength and **resilience**, especially a more impactful and connected cultural system.

Being a **Resilient City** means that Aveiro is better prepared to handle natural and human-made significant changes, making the continuity of this urban-natural system possible, through recovery and preparation for future impact. 2027 has enabled the city to perform better in a number of relevant collective and institutional capacity indicators, through its innovative tech tools. The expected results will be:

- More and diverse local cultural and artistic production
- Aveiro is a recognized leader in STEAM and cultural education
- Stronger capacity and ability to attract talent and international productions
- Increase in new businesses centred on culture and creativity
- Leadership in innovative formats, better suited to new patterns of consumption
- Greener, more sustainable, and digitally developed economic and industrial sector
- The old factory silos have been breathed new life and established as a new cultural infrastructure for creative businesses.

Resilience

Q9 MONITORING AND EVALUATION PLANS

MONITORING AND EVALUATION WITH A PURPOSE.

Aveiro 2027 considers monitoring and evaluation one of its key operational challenges and opportunities. We intend to explore innovative approaches to monitoring and implement an evaluation strategy that is coherent with the core principles of this candidacy and our cultural vision. We know that there is a plethora of alternative models available, and a long experience with them in different European Capitals of Culture, artistic events, capacitation programmes and urban development plans. Learning and benchmarking helps us building our approach.

We want to capture the change that ECoC is bringing in Aveiro and its expected outcomes as discussed in the previous question. Clear policy for social transformation: to build a more Resilient, Democratic, Sustainable and Cohesive City.

EVALUATION APPROACH

The challenging aspects of monitoring and evaluating such demanding outcomes asks for the establishment and operation of appropriate devices, methods, and procedures necessary to monitor, compile, and analyse data and relevant information. The monitoring process will, therefore, be organized around each of these four outcomes and will relate to **five cross-thematic dimensions** of assessment: the cultural and creative sector capacity, social transformation, economic and infrastructural development, governance capacity and experimentation.

Does the empowerment of the Aveiro's Cultural and Creative Sector impact the shared goals of **Sustainability, Democracy, Cohesion and Resilience**? Several similar sub questions can result from this initial one:

- Is the cultural sector promoting democratic practices?
- Is it environmentally friendly?
- How much more accessible is it?
- How does it engage with young people?

These are examples of how to translate the relation between the enhanced Cultural and Creative Sector and Aveiro 2027 outcomes. Each of the other dimensions will be explored according to the same rationale.

Social Transformation will address cultural habits, democratic participation, and European identity.

The economic and urban Development will focus on tourism impact, city international profile, new economic activities, urban infrastructure, and city liveability.

Governance capacity addresses inter-institutional collaboration, co-creation, and institutional sustainability.

And, finally, **Experimentation** will assess the implementation of innovative arrangements, transparency, project co-creation, and adaptation.

Besides a significant number of quantitative data, several of these aspects relate to behavioural and institutional changes and impacts, as they address inclusion, innovation, and wellbeing. Therefore, longitudinal qualitative studies are needed to complement our monitoring strategy. Focus groups, storytelling, case-studies, are some of the foreseen activities to be implemented.

PRINCIPLES AND DATA COLLECTION METHODS

In order to establish the appropriate set of impact and results indicators, together with their relevant data sources, we intend to follow a set of guiding principles.

First, Monitoring and Evaluation can and should incorporate innovative practices and experimental data collection mechanisms.

This means that creativity will be used to develop such tools: activist monitoring, storytelling, peer-reviews, are some of the examples we intend to explore.

A "SDG metre" will be implemented to permanently assess and communicate how Aveiro 2027 is addressing and contributing to the Sustainable Development Goals.

Naturally, comparability is needed and desirable, so the most established and tested indicators will be used, namely, to evaluate the impacts regarding the ECoC's general objectives (cultural diversity in Europe, and long-term development of cities) and specific objectives (cultural offer and access, as well as the sector's capacity and international profile), as set in the European Commission's guidelines for the cities self-evaluation.

More classical quantitative data will be used to allow for European comparability according to the customary standards.

Finally, transferability and embeddedness are special concerns that we will take into consideration. Regarding transferability we will encourage, help design and disseminate case-study reports on the Aveiro 2027 initiative and, especially, on the learning outcomes of its Monitoring and Evaluation strategy. Embeddedness translates our commitment to an innovative and useful monitoring strategy that should be in close relation with the Aveiro 2027 programme and result from a regular dialogue with its different initiatives.

GOVERNANCE AND TIMELINE

This monitoring and assessment will be carried out by a consortium led by the University of Aveiro, together with a private company. The University of Aveiro has already been engaged in implementing the 2021 baseline study on cultural habits and on the characterization of the cultural and creative sector, which resulted in data for time series analysis and comparability. This baseline study consisted of a citizen survey, focused on (1) cultural access, habits, preferences, and socio-demographics, (2) societal challenges perceptions, (3) European identity, (4) tech, nature, and democratic culture and habits.

A second set of questions was added to the general survey specifically for the creative and cultural sector agents, focused on activities, capacity, stakeholders mapping, resources, and perceptions. Within the Consortium, the private company will deal mostly with the data gathering and analysis related to audiences, cultural access, cultural sector's profiles, and economic impacts.

To carry out this demanding strategy, a **MAD lab, our Monitoring and Assessment Design Lab**, will be implemented, and will integrate the Consortium responsible for the monitoring process to find innovative approaches and methodologies with international experts by engaging citizens, social innovation designers, activists and artists in developing new tools for collecting relevant data. The Lab is being designed by Aveiro University and will result from a close collaboration with another ECoC city and a research centre to be defined.

The detailed Monitoring and Evaluation strategy, namely regarding its indicators, data collection and data sources, will be developed during 2022. During this stage we will also test the methodology within our outreach activities, with opportunities to co-design specific Aveiro 2027 indicators, ensuring participated and real co-creation, as well as greater accountability of the process. The MAD Lab is expected to be in place by the end of 2022.

Each of the five monitoring dimensions will have a specific and widely disseminated report every two years (2023, 2025) and a global evaluation report after 2027. Post title-year monitoring will be carried out, and a final evaluation report will be delivered in 2030. The MAD lab and the monitoring system and outputs will last beyond 2030 and will be integrated into the city's governance.

Additionally, the monitoring strategy will include an annual report on management of Aveiro 2027, where aspects related to financial sustainability, transparency, accountability, and compliance will be analysed. This will be carried out by an external private company. An internal quality control and risk assessment plan should be in place by the end of 2022, including processes related to the ECoC governance.

A concern towards transparency of the relevant, useful, and accessible information resulting from the Monitoring and Evaluation deliverables is at the core of this strategy. Therefore, permanent communication with citizens and dissemination mechanisms will be put in place.



Q10 WHAT IS THE ARTISTIC VISION AND STRATEGY FOR THE CULTURAL PROGRAMME OF THE YEAR?

The 5th Element is our vision to position creativity at the heart of social and economic development to build a better city which is more sustainable, democratic, cohesive and resilient. But we feel the vision needs a vehicle to deliver the 5th Element. That's our cultural programme and we have built it around a special package which contains all of the elements to bring about the 5th!

This inspiring device will enable our cultural alchemists – citizens, artists, designers, innovators, activists, entrepreneurs, researchers to make their ideas come to life – through our cultural programme. We like to call it the Dream Box.

Dream Box is where everybody can make their dreams come true. Dream Box has its creative, imaginative, and provocative side, but also the pragmatic, organised, and hardworking one. Ideation and execution. Past and Future. Memory and Imagination. It's a journey with endless possibilities, one for each single person who dares to dream.

Dream Box is like your best ever package of gifts. Practical ones, inspirational ones and those that are just fun and make you smile. All in one big box. That's our vision for Aveiro's 2027 Cultural Programme.

First the practical. Opening up the Dream Box we find four unique tools that we need to reinvent the city and to embrace global positive change: a Lab, an Academy, a Club and a Factory.

These tools will help us to fix what needs to be fixed, reshape what needs to be reshaped or just allow us to explore the best creativity and imagination Europe has to share with the world.

These tools will enable Aveiro to tackle our most pressing challenges. Many of which are universal and so what we try and learn can also help other cities like us. Our ambition is to help reframe the ECoC mission as "European Capital of Cultures" – a unifying force for cultural and societal transformation. Unlocking the power of the 5th Element.

These tools are:

- A Lab: **Living Places Lab** which helps us build Sustainability
- An Academy: **Creative Change Academy** which builds a new understanding of Democracy
- A Club: **Community Culture Club** which is about encouraging local engagement and Cohesion
- A Factory – **AI - Artistic Intelligence Factory** which uses technology to build Resilience.

These four tools are carefully designed to ensure that Aveiro 2027 leaves a positive impact and lasting legacy after the ECoC year (as described in Q8).

We will do this through the principles of ecology, accessibility, diversity and innovation whilst promoting curiosity and experimentation as a springboard to a better future for all of us.

But as well as the practical stuff, we will bring lots of fun and joy.

From now till 2027 we'll fill the Dream Box with ideas, words, sounds, images, ingenuity and collective energy. Ready to be opened. The European Capital of Culture is the key to open the magical Dream Box.

The way Dream Box will work is shown in more detail in the following question.

Aveiro 2027 will try to set national and global agendas which focus on solutions for sustainable development and wellbeing: a 'think and do tank' for a better world.

CULTURAL AND ARTISTIC CONTENT

LIVING PLACES LAB

CREATIVE CHANGE ACADEMY

COMMUNITY CULTURE CLUB

AI - ARTISTIC INTELLIGENCE FACTORY

Dream Box

Q11

CULTURAL AND ARTISTIC PROGRAMME STRUCTURE.

Aveiro 2027 cultural programme uses the **four tools** to act as platforms which will support ECoC preparation, implementation and legacy. Each tool has multiple functions and roles. They are:

- a **capacity building programme**
- **important pieces of cultural infrastructure**
- a **knowledge resource**
- an **audience engagement driver**.

But crucially, these 4 tools are also the gateway to the “**cultural compartments**” of the Dream Box. Each compartment contains a series of exciting projects. Each genre will “host” at least one major scale city stopping event including a key international dimension. For example Design Futures for design, Filma Ria for cinema; Open Port for theatre; Exodus Fest and Satellite Europa for visual arts; Festival dos Canais for outdoor arts and MTF Labs an Electronic Music Festival for music. The Dream Box capacity building will not only improve our 2027 programme, as it will also contribute to a huge upgrade to a number of key events and festivals in Aveiro.

Our programme for 2027 has been designed to stimulate interest among everyone. From the one-time visitor to the local student or the person who serves our ice creams. Ideally, we will engage everyone here in Aveiro. But also through virtual connections during 2027.

We fundamentally believe that our ability to appeal to a very broad audience stems from the way the programme was built. It developed through diverse methodologies of collaboration and co-design with a wide range of people. From cultural and artistic organisations and agents both from the city and region of Aveiro (see Q13) to national and international artists, creators and innovators. From local organizations and civil society to individuals and communities from Aveiro. From independent creatives from Aveiro and worldwide (via an open call) to international organizations, ECoC cities and other international partners.

Hybrid environments (including

digital presence), ecological footprint and accessibility were and will be fundamental principles in developing and delivering our programmes and projects. They will take place across our entire region, filling public and domestic spaces with cultural content. Performance and arts venues will receive significant increase in the range and quality of their work. Drawing inspiration from Aveiro's surroundings, this programme is inspired by and reacts to the territory's reality, identifying hurdles and offering solutions through the arts or enabling new platforms for trials of projects. It will leave Aveiro, and we hope Europe too, a better place tomorrow than it is today.

To show our Dream Box in action, we describe the tools and the projects that sit beneath them in more detail below.

LIVING PLACES LAB

Antiga Lota, a privileged but neglected oceanfront location – that once hosted an old fish distribution market – will be transformed into a testbed for the New European Bauhaus challenges, involving civic engagement and consultation. It will explore new approaches to living and non-living species, environmental balances, regarding sustainable habitats, clean energy, carbon positive city building, circular economy goals, farm-to-fork production systems. It will be a platform for education and experimentation that will bring together diverse areas of knowledge and actors of civil society – from policy makers to architects, designers and artists, from food to industrial producers, from scientists to civic organizations and individuals. Accordingly, the projects in this programme line are about the very special urban, cultural and natural ecosystems in and around Aveiro, how to work with them to make Aveiro a sustainable and resilient city in a sustainable and resilient Europe. In cooperation with University of Aveiro, Municipality of Aveiro, Sustainable Habitat Cluster, Raiz – Forest and Paper Research Institute (Aveiro), ZEN (Norway), Delta Lab (Rijeka 2020), Bosch Alumni Network and International Alumni Center (Iac Berlin), Jürjala city, Vinnova Sweden, Design Academy Eindhoven and Placemaking Europe Network.

NO ISLAND IS AN ISLAND

#nature #riadeaveiro #climatecrisis #artinstallations #landart

No island is an island will offer a cycle of participative projects and interpretive tours designed by journalist and activist Maria José Santana, and the insightful creativity of an international commissioned artist, who, in 2027, will curate a series of exhibitions and land art installations across the city and the Ria with its 12 islands, working in close collaboration with the inhabitants of the most environmentally endangered zones of Aveiro.

Partners: CIRA; Aveiro University and Municipality; Aveiro Port; Cultural and Environmental Associations.

EXODUS WEEK

#adventure #explorers #nature

#national geographic #photography

ExodusWeek will be an all-inclusive visual arts initiative, designed to allow the visually impaired to take part and explore the world of photography and video. It will include exhibitions, guided visits, guest lecturers' conferences and publications.

It's a project promoted by the local organization Gravimotion. It was born out of the necessity of creating a greater impact upon the community and raising awareness to many issues, on sustainability and our Planet's nature. This is a local initiative which will bring together international photojournalists, visual artists, explorers and environmental activists.

Partners: National Geographic; Aveiro Region – Local Action Groups, Centre Region Tourism Agency.

RAMAL

#walkbiketour #railway #artandnature #artisticinstalations #performativearts

What was once a bustling means of connecting people, goods and territories across Aveiro region, is nowadays a derelict, albeit historic web of more than 90 kms (Vouga Line) of railway and countless stations along it. Ramal, the name for a railway crossing, is taking up these meaningful sites and converting them into a co-creative lab for the regeneration of this significant public space. The identity and memory of these places will be activated and explored through walking and cycling tours, where a set of imaginative auscultation processes will take place, mediated by artists and public agents. In the meantime, the abandoned Vouga railway will become the scenario for artistic intervention, until Aveirenses have had their say about the desired future for these infrastructures.

Partners: Ramal is part of a European network initiative promoted by 4iS called “Back on Track” with Erasmus+, Creative Europe, Tandem network and Bosch Alumni network partners.



BIKING CULTURE

#slow #mobility #talks #cinema #market

People in Aveiro love taking their bikes out for a spin, be it as their daily commute to work or on a scenic weekend roll along Costa Nova. Taking the bicycle as a starting point for zero-emission means of transportation, Biking Culture proposes a number of creative efforts that engage and promote soft mobility, curated by Ciclaveiro, a local NGO that focuses on sustainable mobility issues. Some of the activities of Biking Culture involve inviting bikers to share their travel experiences around the world; workshops for developing ideas and designs for more biker-friendly cities; a market fair will allow small business owners to promote their bike related products and activities; a Bike Film Fest will happen in partnership with Brazilian collective AroMeiaZero.

Partners: Aromeiazero Institute; ESAD – Matosinhos (Design and Arts School).

CODFISH VS THE FOOD REVOLUTION

#codfish #foodculture #footprint #foodsafety #farmtofork #wineandgastronomyfestivals

Portugal is the biggest consumer of cod in the world. This love for an imported fish has deep roots in the history of Aveiro. The Vikings, in search of salt, came to what is modern-day Portugal and showed the people living here how to preserve fish, which the Norsemen traded for salt from the saltpans of Aveiro. Later down the line,

the Portuguese went out to fish cod in the Atlantic waters off Newfoundland and the Canadian coast – as early as the 15th century.

The Portuguese needed fish for religious reasons – meat consumption was forbidden on the many fasting days in the Catholic calendar. The preserved cod also proved convenient for long maritime trips. During the 16th and 17th centuries, sailors on the intercontinental crossings to Asia and Brazil ate “bacalhau”. Cod fishing was subsequently a protected industry during the dictatorship. The so-called “cod campaign,” which ran from 1934 until 1967, continued even during the Second World War: the fishing ships were painted white and allowed to pass over the northern Atlantic.

Does this story have a future? According to recent research data produced by University of Aveiro, 30% of regional carbon footprint comes from the food industry, particularly from long distance fishing.

Bearing in mind the quintessential place gastronomy holds within Portuguese culture, Codfish vs Food Revolution will address this pressing issue by bringing in chefs, producers, small-scale fishermen and artisanal aquaculture workers, researchers and thinkers, who will work together in solutions towards better and more sustainable practices in food, nutrition, food security and sustainable use of resources to be implemented in Aveiro. These solutions will be tried out and showcased across city as well as on the countless

enogastronomic festivals that will be taking place (ie: Aveiro Taste Festival, Ria de Aveiro Flavours and others). Partners: Basque Culinary Center, Ceph&Chefs, LabMAF, ECOMAR, OCEANGO and MarCons, small-scale fishing networks (TBTI and SSFhub); Bosch Alumni Network and International Alumni Center (Iac Berlin), Bodo 2024, Nitra 2026.

OUT OF THE BLUE

#garbage #oceanpollution #multimediaarts #performance

Taking up ocean pollution and its impact upon maritime wildlife, and conducted by Latvian theater director Elina Cērpa, a thought-provoking programme of research, performance, dramaturgy and poetry will take place in Aveiro in 2027. In a joint partnership between University of Aveiro and a number of international partners, the city's significant oceanfront will become the stage for an artistic and scientific investigation on the countless impacts of pollution upon the maritime ecosystem, as well as an inquiry on the power of arts as means to leverage urgent awareness and action regarding this most urgent threat.

Partners: IETM; Samovar Teateret Norway; Polar Institute (Tromsø and in Spitzbergen); Naturalis – national research institute for biodiversity in Leiden, The Netherlands; Aveiro University CESAM Aveiro; Whale Scientists; University of Groningen, The Netherlands; Floris Verweij Dutch cinematographer.

PRIMA

#design #ceramic #cork #paper #plastic #azulejo #craft #sustainablematerials #circulareconomy #education

The economic history of Aveiro is the history of ancient materials like ceramic (mainly azulejo and porcelain) and cork. Are these the materials of the future? What about recycled plastic and paper? Rethinking the way we use and reuse materials in a sustainable way is the main focus of this project.

Reshaping our material waste requires rethinking, investigation and creativity. Curated by the Austrian designer Irena Ubler, PRIMA combines industry, design and science in an inclusive and sustainable way, relying upon natural raw-materials and man-made waste in order to rethink our material requirements.

PRIMA took its first steps in 2021 with the first Precious Plastic Lab and will move further on, taking in other raw materials frequently used or produced by Aveiro industries, such as cork, ceramics and paper. Involving schools, businesses, craft and design these materials will be explored and transformed into new objects and lead

to rethinking what we consider to be a "waste". Aveirenses will be invited to hand in their waste in local collection points, as well as to participate in public events, workshops and exhibitions. Partners: Precious Plastic Portugal / Opolab, Network Precious Plastic Portugal and Precious Plastic community; Agora Aveiro (Local NGO), Aveiro University, Fab Lab Barcelona, Jūrmala city. Cooperations with projects of Bodo 2024 (Connected Waste) and Tartu 2024 (Postmarket Street Festival).

INHERITED NATURE

#artnouveau #architecture #biodesign #exhibitions #research

Baroque and Art Nouveau are two of the most visible icons of Aveiro's architectural treasures, and both these aesthetic currents drew inspiration from nature, as source and inventive solution. Inherited Nature is a cycle of exhibitions, research and think tanks drawing parallels between this rich material and natural heritage of Aveiro. It will be organized around three lines:

- The house under construction (see Q12)
- Dialogues with the natural world, a process of investigation and curatorship regarding the presence of natural elements as means of artistic expression in Aveiro, both past and present, resulting in an exhibition, a conference and a publication.
- Nature's infinite ways maps and links Aveiro's architecture landmarks, together with its museums' collections and archives, bringing this material heritage under the concept of bio design as a way of artistic, aesthetic and practical urban development. This programme aims also to engage with local communities, schools and the university.

Partners: Aveiro Museums and Réseau Art Nouveau Network; European Cultural Route; Ruta del Modernismo, Liepāja 2027 (Liepāja Dreaming), Jūrmala city.

GREATER GREEN

#cityplanning #creativecity #activism #oneminutecity #artinpublic

As part of a holistic urban transformation programme, leading up to and following 2027, Aveiro will establish the city as a green pathfinder for Europe. Different arts collectives and artists will be commissioned to set out their vision of the streets – following the pilot in Stockholm where Brian Eno was commissioned to implement his Design Principles for Streets.

At the same time, local communities will be invited to take ownership of their street or neighbourhood, resulting in the One-Minute City project, where the space outside your door, as a citizen, is yours. On the whole, Greater Green re-frames the role and purpose of the city as one of culture, liveability and sustainability, not efficiency.

Partners: Vinnova (Sweden's Innovation Agency), Design Academy Eindhoven and Placemaking Europe Network.

DIGGING TUNNELS

#searising #networking #exchange #artisticresidencies

The project aims to create a network of artists and creatives from Aveiro and other European coastal cities that share the risks and challenges associated with rising sea levels, such as Venice, Rotterdam, Syracuse, Dublin, Aarhus or Valletta. Digging Tunnels will be coordinated by Hugo Branco (Navalha – Cultural NGO, Aveiro), and will involve cultural mapping, artistic residencies and programmes where partner organizations can share resilience strategies and positively reinforce mutual awareness and knowledge to face shared challenges.

Partners: Valletta Contemporary / META Foundation; BLITZ (cultural organization).

IT'S OH SO QUIET

#soundpollution #silence #deeplisting #talksandexhibitions #documentary

Taking up a space in Living Places Lab, we will create a space designed to experience silence through acoustically engineered spaces. But more than just a silent spot, this will be an excuse for the creation of a platform calling upon artists and thinkers who pursue the philosophy of silence and deep listening, as a way of living more sustainably and self-aware. This will include talks, exhibitions, movie and documentary screenings and a meditation studio with free group sessions and classes.

Partners: ECoC Cities (Daugavpils "Silence is so accurate"; Jūrmala city), Atlantic cities and partners tba; local parishes (churches and chapels), international networks (European Festival Association, IETM). We also aim to connect with the Sign Language communities and artists.

CREATIVE CHANGE ACADEMY

A deactivated educational centre for child care and reintegration is being turned into a hub for education and action around the many themes of democratic activism, integration, diversity and interculturalism. A place and projects within this programme line where creative activists, thinkers, artists, educators and public institutions can reflect, learn and act upon today's complex and vivid societal framework, highlighting the role of artistic citizenship and community participation in social change.

In cooperation with University of Aveiro, Aveiro Municipality, Bosch Alumni Network and International Alumni Center, Decolonising Arts Institute (UAL, London), Museum of Black Civilisations, Dakar; Museu Afro Brasil (Rio); IETM, A Soul of Europe, SarajevoFest Art&Politics, Greenwich+Docklands International Festival, ICORN.

NAVIO DE ESPELHOS

#heritage #democracy #artinstallation #theatre #thinkthanks

Navio de Espelhos (Ship of Mirrors) consists of two ambitious and immersive multidisciplinary events, or journeys, which will occupy Aveiro's central City Park. Starting off from the idea of Europe as their motto, the first of these will deal with concepts of European heritage and past, while the second will grasp the subjects of European borders and future, projecting a collection of countless different perspectives and voices around these topics. These events will result on a collective effort of many international and local artists in collaboration with historians, political scientists, local communities and especially young artists.

Upon completion of these journeys, the project shall sail further on, through the installation of interactive totems across the park which will allow accessing recordings, testimonies and interpretations of what this project was in 2027, turning Navio de Espelhos into an endless possibility of travelling through Europe. This is a project promoted by GRETUA, a local theatre company.

Partners: International collectives in theatre, dance, performance and audio-visual creation, organizations involved in Aveiro Capacity Building programmes.



ACT NOW!

#democracy #criticalthought #activism #representation #citizenship

ACT NOW! is a multidisciplinary platform for projects and initiatives around critical thought, visual and performing arts, music and poetry, promoted by local artists and collectives who seek alternative ways to engage with audiences and whose message resonates with today's most pressing challenges.

Ultra Violenta – Graphic design and fanzine festival

#DIY #underground #independentpublishing #workshops #visualarts

Not too many people know about this, but Aveiro is home to some of the most active underground self-publishers in Portugal. In 2027, Aveiro will stand up to its underworld and become a regular host to the greatest yearly European fest for alternative and DIY culture, establishing the city as a global reference point for independent publishing and fanzine as a form of sociocultural expression of great relevance for most underground urban tribes during the last seventy years. Ultra Violenta offers many formats celebrating these cultural phenomena, such as exhibitions, including unpublished private fanzine collections, workshops, talks, lectures and alternative music concerts.

Voices Sung Are Voices Heard

#songwriters #thinktank #performances #podcast #music

In 1929, José "Zeca" Afonso was born in Aveiro to become, during Portugal's repressive Estado Novo and after the 1974 April revolution, the most significant and interventive songwriter in Portugal. Zeca Afonso's example and legacy cast an invaluable example on the importance of song, poetry and music within a society, as an element of its critical and reflexive capacities. In times when civic engagement is crucial for the preservation of democracies, it is only fitting that Aveiro recalls the legacy of Zeca Afonso, becoming a hub for song and songwriters. From sheer protest to positive intervention, **Voices Sung Are Voices Heard** will bring into Aveiro some of the most important songwriters of Portugal, the Portuguese-speaking countries and Europe, not only for concert performances but also to participate in a think tank, where public lectures, interviews and a monthly podcast will preserve and echo these songwriter's motivations and aspirations, as well as the meaning of their work.

Invisible Biographies

#socialinvisibility #localcommunities #culturaldiversity #selfrepresentation #multidisciplinary

Invisible biographies is a project running on the evident need to provide underrepresented communities with a voice and a spotlight for self-representation, so that these individuals may assume their righteous place among society. Social invisibility is one of the most prejudicial aspects among contemporary urban societies, often leading to neglect, stigma and the marginalization of entire fringes of a city's population. During the process of auscultation of

this application, it became clear that some communities and members of Aveiro's societal fabric were strikingly underrepresented or virtually impossible to reach, unless other means of contact were employed. This initiative will bring artists in direct contact with these communities, in an attempt to put an end to seclusion and privilege their wishes and aspirations, while illustrating their view of the world through the arts.

ACT NOW! Partners: CLAIM; Local NGO's; Student organizations (ERASMUS; UA); City Museum; Municipal Archive; UA; Coimbra University | Human Library.

ADULTS-FREE

#participation #youth #codesign #dreamsintoaction

Adults-Free is another tangible result of Aveiro 2027 participation process: Upon consultation with a group of young people, a laboratory co-designed by these participants, in articulation with Aveiro high schools, emerged as a platform to envisage, question and try out projects that are entirely run by pre-adult community members and artists.

Partners: Secondary Schools; local communities and local NGO's, Nitra 2026 (Imaginarium; Future_climate).

NEW DEAL OF ART & POLITICS – CULTURAL DEMOCRACY FEST

#easttwest #culturalawareness #politicalthinking #platform #festival

SarajevoFest and Teatro Aveirense, as co-opting partners under the network of the European Festival Association, will create an East/West bridge to discuss what it means to think and act politically today. The festival will be designed as an active preparation with artistic interventions, provocations and a discussion platform in the build-up years of Aveiro 2027. In 2027 a large-scale internationally co-curated programme with artistic works will be presented. The audience will be able to experience the connection of art & politics translated into artworks. Partners: European Festival Association, A Soul of Europe initiative, Athens Epidaurus Festival, Central European Forum (Slovakia), Balkan countries, ECoC cities (Bodo 2024, Nitra 2026, links will be created with Atlantic dimension and Asia).

BAIRRO DA EUROPA

#memory #future #literature #cinema
#visualarts #artinstalations
Bairro da Europa (European Neighbourhood) is a large-scale project reflecting on European identity, memory and future, which will result in three main outputs:

• **“Atlas of Europe – What is appearing / what is disappearing”** is an editorial project by the internationally acclaimed writer Gonçalo M. Tavares. It will focus on an extensive collection of habits, objects, places, languages and many more elements of culture that are vanishing across Europe, while presenting at the same time what is emerging, such as trends, ideas, and technologies. This will be a process under constant updating, just like an encyclopedia, to be followed an online format.

• **Memory / Future** is a film documentary will be produced by the award-winning filmmaker Marco Martins, based on European memory through audio-visual archives and research, promoting a reflection upon the democratization of the image, European demographic shifts, relations between north and south and new contemporary concepts of image.

• **Satélite Europa (Satellite Europe)** is curated by Paulo Mendes and is a container for the memory of European civilization, assembled through a process of collective harvesting and artistic commissions. In it, works of art, objects, memorabilia and prominent heritage elements of everyday European iconography will coexist, in a dialogue with works of contemporary art, commissioned by a team of national and international artists and curators.

In parallel, a programme of public space interventions and events will bring artists from the 27 countries in Europe to Aveiro, inviting them to take over the main neighbourhoods of the city. We will also highlight the relationship between Portugal and Latvia, as well as Aveiro's twin city of Oita (Japan), broadening horizons beyond the European continent. Bairro da Europa will finally result in a digital and analogue repository of knowledge, the Artistic and Cultural Atlas of Europe, to be published, edited and maintained beyond 2027.
Partners: Bodo 2024 (Art&Democracy), Bad Ischl 2024 (School of Arts & Crafts), Nitra 2026 (Museum of parallel cultures), Daugavpils 2027 (Mark Rothko digital), Valmiera 2027 (Gustavs Klucis, local people stories), Liepāja 2027 (European Dream: Agora of values), Jūrmala city, Culture Next Network and other ECoC cities.

EUROPEAN CROSSROADS

#music #composers #concerts
#classical #experimental
This project will showcase works written by composers from every country of the European Union. In a year celebrating Europe and culture, two local music organizations – Beiras Philharmonic Orchestra and contemporary music driven Arte no Tempo – propose a journey through musical European Crossroads. The project will comprise well over 70 concerts from intimate chamber music concerts in local parishes to vibrant late-night happenings, taking over post-industrial venues that are currently abandoned and rundown across the region of Aveiro. It foresees the presence of some of Europe's most important performers, ensembles and orchestras, but also non-classical music groups, to come to Aveiro and work closely with Beiras Philharmonic Orchestra and Arte no Tempo, in a display of unique creative versatility. Composers, interpreters and repertoires presented will reflect Europe's cultural and social diversity and richness.

Partners: CIRA, Local communities and civic groups. Links with Bodo 2024 (Nordland Music Festival), Daugavpils 2027 (Nature Concert Hall).

NOVAS POÉTICAS ATLÂNTICAS

#CPLP #creativeterritories #conferences
#school #showcases

The **POETRY OF THE ATLANTIC WATERS** reveals that human beings are able to overcome their limits and transform territories through dreams and imagination. New Atlantic Poetics will start in November 2021 with the opening conference “Creative Territories and Culture as Sustainable Development”, following in 2022 with the conference “Religar Saberes” (“Re-connecting Knowledge”) to get to know the 21st century. From the different perspectives of the portuguese languages countries: South American, African, Asian and European. Until 2027, Aveiro Virtual Academy will be developed where free and 100% online courses will be available for the CPLP (Community of Portuguese Language Countries). This is a project curated by Tempo de Hermes, the ex-secretary of state of Creative Economy of Brazil Cláudia Leitão and the cultural manager Camille Girouard.

Partners: Aveiro University; Federal do Pará – Brasil University; Regional Cariri University (BR); FIEC; FECOMERCIO – Brasil; CPLP; Aveiro Region – Local Action Groups (project “Terras da Lusofonia”).

**FESTIVAL DOS CANAIS**

#RiadeAveiro#ECoCFamily
#openairfestival #streetarts
#performativearts

Festival dos Canais (Canals Fest) is a celebration of a territory united by the lagoon, involving all municipalities that are linked to Aveiro through the same flowing waters. From 2023 till 2027 different ECoC cities' artists will be invited as guests. Taking up the streets and seeking to bring surprise and a close contact with art and culture into the daily lives of the inhabitants of Aveiro territory, in 2027 this fest will share the spotlight with Latvia (see Q13). Partners: Latvia ECoC 2027, ECoC Cities, European Festivals Association, The Festival Academy, IETM, La Feria de Teatro de Castilla y León, Greenwich+Docklands International Festival.

CRITICAL CITY

#activism #history #decolonizing
#exhibitions #debates

Aveiro wants to act – to build a new city and Europe of interculturalism, integration and a diverse future, fostering mutual understanding and respect. Starting now and leading to and beyond Aveiro 2027, we will begin a sensitive process of decolonising and depatriarchalizing our city led by the cultural sector, creative activists and with expert support. We will re-appraise our museum collections and archives, public spaces and institutions, our stories and collective memory, revealing colonial and patriarchal narratives and representations. Thinkers, artists, educators, and cultural organisations will be challenged to develop a new social history of Aveiro and partner with other Portuguese cities to do the same. A set of disruptive artistic residencies and cooperation projects with local, national and international organizations will result in new artworks (for e.g., music, design, performing arts), a programme of exhibitions, conferences, debates and a platform for creative stories (podcasts, documentaries, media projects).

Partners: Decolonising Arts Institute (UAL, London), Museum of Black Civilisations, Dakar; CENDANA Malaysia; Museo Afro Brasil (Rio).

FLAVOURS OF COMPASSION

#foodculture #gastronomy
#sustainability #education
#creativebusinesses

Food enables breaking down complexity in an engaging, playful, multisensory way. It allows us to connect to our traditions, surroundings, the abundance and awe of our nature's produce. Exploring our culture through a revolution of future food shall inspire a community grown masterplan for action: Turning our bitter predictions of Aveiro as a sunken city into a bittersweet composition, appetizing sensible change – one bite at a time. Flavours of Compassion will focus on creating a joint vision connecting to local civil society through art, creativity, and hands-on explorations (2022–23), gaining insight into production/consumption, cultural awareness, traditions and knowledge exchange. We aim at developing a sustainable food experience touring model to explore an exchange in the spirit of gastrodiploamacy throughout Europe, by exchanging with our international partners and setting up our capacity building (education & up and reskilling 2024/25). The final preparation and implementation (2026–2027) will feature the establishment of a community-based programme featuring residencies, start-up incubators, and small-businesses. Partners: Nitra 2026; Bodo 2024; Bad Ischl 2024; Liepāja 2027; Jūrmala 2027; Basque Culinary Center; Music Tech Fest; Criatech; Koch.Campus Austria (WKO Aussenwirtschaft – Community for Culinary Heritage); ASF Hub & Ludwig Boltzmann Institut (Open Innovation Lab / Action for Sustainability Hub, Austria).

OPEN PORT

#democracy #identity #memory
#theatre #performance

In 2027 Aveiro will be an open stage and seaport for the World. Open Port is a performing arts programme curated by Nuno Cardoso (Director of S. João National Theater) aiming at discussing the role of artistic production through a plural and inclusive vision. We will ask ourselves about identity, if it still exists and the ways democracy can be shattered. About memory and transitory forms of being. Or about the walls, the seas that separate, or the fields where we see hope and desire. Beginning in 2022, this theater programme will host performances from classical to contemporary artistic expressions, and develop new projects bringing together international artists and local and regional companies.

Partners: Performance and Theatre companies, organizations, networks – GRETUA, Red Cloud, Teatro Aveirense (Aveiro, PT); National Theatre Network (PT); Between Lands (EU); La Ressentida (CL)

COMMUNITY CULTURE CLUB

Aims at bringing communities, individuals, creators and artists together to co-design and co-create cultural experiences and collective solutions in an open, participatory, inclusive and bottom-up logic. Initiatives developed with the CCC will be based on cultural needs, shared interests and the challenges our communities are facing, while addressing local identity, accessibility and inclusion as key values. It will use and develop a handful of locations across the city and region neighbourhoods and focus mediation and inter-institutional collaboration as a way to stimulate cultural participation and community engagement. Development in cooperation with Aveiro Region; Local cultural agents, institutions and NGO's.

BREAKING WALLS

#participation #outreach
#outsideculturespaces #civicinstitutions
#colaboration

Drawing inspiration from the breakthrough moment when Aveiro brought down its fortified walls in order to protect the city from newer threats (see Q1), Breaking Walls is an important layer of Aveiro's cultural programme, in that it serves as a bridge between institutions, communities and pre-established conventions that might not yet be connected with one another. Arts in domestic spaces, site-specific interventions, one-to-one guided tours, workspaces curated by artists or a daily digital feed of artistic content on your newsletter are some examples of the activities foreseen. Other initiatives also involve:

Rondas Animadas (Animated rounds)

#shows #workshops
#peoplewithdisabilities #seniors
Red Cloud Teatro Marionetas (a local puppet theatre company) proposes a cycle of puppet theatre shows and workshops starting in 2022 for local communities in locations such local associations, parishes and other spaces. Special attention will be paid to people with disabilities and seniors by involving health centres, daycare units, retirement and foster homes as partners. The performances will be created through artistic residencies with invited local and guest artists who will combine local tradition, oral heritage and folklore with newer artistic expressions.

Tuttinópolis – music and education

#cocreation #collaboration
#co-creation #performative arts
Aveiro-based experimental Companhia de Música Teatral presents a four-year project, from 2024 through 2028, in four acts set to build a collective piece of art with multiple hands: university students, people in risk of exclusion, local communities, visitors and tourists, they will all be invited to participate and contribute to the construction of this ambitious work of art that will have involved and touched many hundreds of people during its creation.

7 na SET – music concerts

#liveconcerts #unlikelylocations #music
A series of live concerts with local and invited musicians organized by Sons em Trânsito (main portuguese music agency based in Aveiro) that will take place across unlikely locations from workplaces, housing complexes, public administration, commercial or public spaces, which will be broadcasted and stored in a digital archive in permanent expansion.

Artherapy

#hospital #wellbeing #artprescription
#culturalmedicine

A programme envisaging the hospital as a place of well-being, where art becomes prescribed therapy and a regular presence across Aveiro's public healthcare system and facilities. Artherapy will be designed by the city's cultural agents together with hospital and health professionals.

Breaking Walls Partners: Inclusion Network; Municipality Social Services, Schools; Local NGO's; Aveiro University; Prison; Conservatório Aveiro – Calouste Gulbenkian; Aveiro Hospital; other local public and private institutions.

TU.EU

#identity #collective #memory
#research #archive

Taking memory as a starting point, TU.EU (YOU.ME in english) is a platform for engaging different generations of Aveirenses, drawn together through collectively harvested memories, private collections, research, inquiries and public archives. This rich material and oral heritage will be the basis of a new Community Archive, a digital and physical space designed to process and archive this content and develop exhibitions, workshops and guided visits. Once running, TU.EU will engage with the local arts community, leveraging contemporary creation and curatorship.

Partners: Municipal, Regional and National Archives; National and International Archive Networks; Europeana; Archivos Portal Europa; Aveiro University; Schools; Local NGO's; Local Parishes; Civic movements.

PAST CONTINUOUS

#riadeaveiro #traditions #environmentalpreservation #sustainabletourism #heritagePreservation
 Past continuous aims to connect Ria de Aveiro traditions and heritage with principles of environmental preservation, sustainable tourism as well as artistic and cultural content. It will integrate several projects, among which the first two are the following:

F-Lower-ing Waters

#riadeaveiro #risingseawaters #floweringroutes #exhibition #neweyes
 It is Aveiro's mission to address the scenario of climate change by helping in lowering the threat posed by rising sea waters. At the same time, Aveiro's waterways are some of the most flowering natural routes in Europe, dotted by the colourful sight of Moliceiro boats, which are candidates to the status of UNESCO World Heritage.
 Joining efforts between these two ideals, this project comprises a participative and interpretive exhibition with photographs and images collected from Imagoteca, private collections and other sources. In 2027, the city of Aveiro will commission a number of installations and creations based on these ships, which are a quintessential part of Aveiro's identity. This is a project led by Cristina Pita, researcher in Aveiro University.

Filma Ria

#riadeaveiro #scenery #cinema #newmedia #internationalfilm
 Starting in 2025, Aveiro will promote Ria de Aveiro as an international cinematic scenery and people of Ria de Aveiro as main actors. Strengthening its appeal through partnerships with Cinanima, Avanca Festival and others, the Region of Aveiro will strive to put Ria on the map as a stage for cinema and new media, by inviting international artists and filmmakers like Apichatpong Weerasethakul (Thailand); Jia Zhangke (China); Lily Amirpour (Iran); Mati Diop (Senegal); Yorgos Lanthimos (Greece). This is a project directed by Portuguese filmmaker Rodrigo Areias in partnership with RTP (national television); Cinemateca Portuguesa; Audiovisual National Institute (Portugal); European Programs (Europeu MEDIA e Eurimages).

Past Continuous Partners: CIRA; Region Municipalities; Interreg MMIAH Partners; Local NGO's; Aveiro Museums; Ílhavo Maritime Museum; Aveiro Region - Local Action Groups (project "Arte Xávega e Cultura Artesanal"); Local companies related with maritime industries.

AV-NY (AVEIRO - NEW YORK)

#diaspora #mapping #multiculturalism #sports #music
 The AV-NY (NewYork is in the same parallel as Aveiro) project will think about the influence of the diaspora - especially in the USA, Canada, Brazil and Venezuela in our life as a community: Why is basketball one of the most important sports in the region? How has our gastronomy been influenced by cod fishing? How has cultural production been shaped? The project includes mapping and listening to diaspora communities and developing a community network in articulation with the Community Culture Club. It also includes conferences, exhibitions, concerts, shows and activities linked to leisure, well-being and sports, inspired by the relationship between the Aveiro region and the diaspora.

Partners: Municipalities of Aveiro, Murtoza, Estarreja, Ílhavo, Ovar, Anadia, Oliveira do Bairro, Vagos, Águeda; Portuguese Embassies; Portuguese Communities organizations.

FIRST IMPRESSIONS

#artisticresidencies #firstimpression #repository #visualarts #literature
 First impressions is a programme curated by Martim Sousa Tavares and involves a set of artistic residencies launched in 2020 in view of Aveiro's preparation to become European Capital of Culture in 2027 and aimed at international artists who have never visited the city before. Upon being invited to stay in Aveiro or its territory, and following a simple briefing focusing on some local identity features, these artists are free to document the experience of their stay in whatever artistic means or guise they wish. As a result, the city of Aveiro is building a repository of kaleidoscopic pictures and interpretations of itself, where it stands today and how it's dealing with its challenges. This way visiting artists help the city administration in charting and debating its own reality, as perceived from a non-mediated perspective such as that of an outsider. At the same time, this corpus of works will be great enough, by 2027, to provide material for exhibitions, publications, digital dissemination and round tables with the artists, who by then won't be visiting for the first time anymore.

Partners: CMA; Bad Ischl (artistic residency SALTILAKEICITY) and other ECoCs

MUSEUM OF THE VOICE

#voice #diversity #preservation #heritage #archive
 The voice, its sound, meaning and countless identity and cultural implications, is a privileged means of transmitting significance, and is worthwhile being documented and preserved as a precious element of human existence. Museu da Voz (Museum of the Voice) sees voices not as obsolete artifacts to store in a time capsule, but rather as meaningful elements forming a big repository of human knowledge and memory. Inviting everyone present in Aveiro to record and archive a register of their voice, Museu da Voz seeks to document as many voices as possible from Aveiro, creating a digital archive with unlimited interest for the fields of sociology, linguistics, anthropology, history and humanities at large. This is a project led by the researcher Susana Sardo (Aveiro University).

Partners: Aveiro University (INET-md, ID+; DIGIMedia; CESAM, City Museum); Cultural organizations from Aveiro.

CHAIN OF SPORTS

#sportsculture #inclusion #fairplay #positivecompetition #sportevents
 Aveiro is a city of sports enthusiasts, with enough infrastructures and expertise to handle great events such as Euro 2004 or the Marathon of Europe. It is equally welcoming to those just wishing to go out for a run or get the ball rolling on the pitch, or for some most popular outdoors sports, like nautical sports. The most important thing in sports are all the good things in its sporting culture, such as values of inclusion, belonging, cooperation, sportsmanship, fair play and positive competition. Chain of sports will focus these values and promote an open call for professional and amateur artists wishing to work around sports culture and sports communities in collaboration with sports clubs, associations and enthusiasts.

Partners: Sports Collectives and associations; schools; sports clubs.

HYPER LOCAL

#authenticity #hospitality #capacitybuilding #originalexperiences #tourism

Benefitting from Aveiro's bountiful relationship with technological innovation, Hyper local will be a platform allowing visitors and tourists in Aveiro to request and enjoy experiences curated directly by locals. This project aims for a deeper level of engagement between visiting and local individuals, as well as more authentic and original experiences, allowing

newcomers to live the city just like an Aveirense would. All Aveirenses are welcomed to post and promote their own experiences and are being invited to take part in a capacity building programme in collaboration with tourist operators and facilitators. Partners: Touristic agents, both public and private; Libraries and Museums; regional NGOs.

ALL TOGETHER (VAMOS JUNTOS) - AVEIRO 27

#celebration #region #collectivememory
 This is a yearlong programme set to involve significant events and celebrations from Aveiro Region, highlight collective memory and celebrate the inventiveness and creativity of Aveirenses. These events will also contribute to the diversity of initiatives of our programme while raising their international profile. Some examples of events being considered with CIRA and all the 11 municipalities are: the Carnivals of Ovar, Estarreja and Oliveira do Bairro; traditional festivities, celebrations and fairs like Feira de Março (Aveiro) and São Paio (Murtoza); urban art festivals like Umbrella Sky (Águeda); gastronomy and food festivals, for e.g. Festival do Bacalhau (codfish festival, Ílhavo), Feira Nacional do Mirtilo (blueberry fair, Sever do Vouga) and Festival da Vinha e do Vinho (wine festival, Anadia). Other examples of events with regional scale are Grande Regata de Moliceiros (traditional boats race) and Festim (world music festival). Partners: CIRA; ECOC Cities, twin cities.

AI - ARTISTIC INTELLIGENCE FACTORY

A shared space and programme line which brings together creative, tech, arts and science researchers, practitioners and entrepreneurs. The projects presented here are for purposeful collaboration, empowering independent creatives and artists and boosting interdisciplinary work for shared social and economic value. A rehabilitated industrial space next to the Aveiro Science Centre will be its core space, providing new means, tools and resources for supporting innovation and digital transition among the cultural and creative sector. Development in cooperation with University of Aveiro, Municipality of Aveiro, AIDA, TICE.PT (ICT Cluster), FABlabs Association, PCI - Aveiro.

**CRITECH**

#digitalarts #technology #knowledge #localheritage #CoolContrasts
 Criatech is an annual event promoted by Teatro Aveirense that crosses contemporary artistic creation with digital arts, technologies and local heritage. In 2027, Criatech will turn its focus on artistic intelligence and tighten partnerships, which will include the University of Applied Arts of Vienna. By inviting some of the biggest names of the field of digital arts and promoting the collaboration between professors and students of Aveiro University's Media Arts department, it is Criatech's spirit to combine local knowledge and creation with worldwide state-of-the-art development side by side. Partners: University of Applied Arts Vienna and its Media Arts department (tbc), Klub Solitaer (Artistic residency: Dialogue Fields Chemnitz-Aveiro), Bad Ischl 2024 (New Salt Festival), Liepāja 2027 (New Media Art Week), European Festivals Association.

PRISMA FESTIVAL

#light #opengallery #participation #artinstallations #publicart
 Prisma is a unique light festival held in Aveiro since 2018 in collaboration with DEPOT 2015, Pilsen, and Lumo Light Festival (Oulu). Every year, it turns the city into an open gallery, where audience can move freely, admire or interact with art installations. In 2027, Prisma will be pushing its own limits well beyond the borders of Europe, under the theme of a "Celebration of creativity". This will include artists, creations and knowledge from all over the world and rely on a solid capacity building programme based on a school of videomapping, as well as participative projects set to involve local communities that will be converted into art installations. As a result of each edition of Prisma, a number of light installations remain as part of the city's public art collection. Partners: University of Aveiro, Oulu 2026, Daugavpils 2027 (Light festival), European Festivals Association

PLAY UP!

#music #youngtalents #localplatform
#permanentopencall #liveperformances

When Aveiro launched its open call for projects in 2021, a significant number of proposals received were coming in from local young musicians who, upon completion of their studies, were eager to showcase their talent. It thus appeared clear that a platform must emerge in Aveiro to allow young talented artists to perform in a professional context, leveraging their career and developing one further link with the city of Aveiro. In a plea with nurturing talent and halting a talent drain, Play Up! is a platform that runs as a permanent open call, where local musicians aged 25 or less can at any time submit proposals for live performances, which are facilitated and rewarded by Aveiro municipality, Teatro Aveirense, the University and Music Conservatoire.

Partners: Aveiro Music Conservatoire, DeCA (Aveiro University), Teatro Aveirense, Aveiro Municipality.

DEMOS

#digitalliteracy #societythreats
#student #digitalart #installations

Demos is born out of the complexity and impact of the online and digital worlds in our societies. It aims at promoting digital literacy and awareness, as well as questioning the greatest threats to democracy and societal well-being posed by technology and digital information. This programme directed by GretUA proposes a platform for European university students in the fields of arts and information technologies, starting in 2023 and resulting in a programme of collaborative research and networking, collective debates, co-creation and investigation. The outcome will take the shape of a Demos network, as well as workshops ran by its members, digital installations and creations to be showcased in Aveiro in 2027, and more important, a programme of digital literacy open to all, with especial emphasis on the youngest generations and the mentorship of participating students.

Partners: University of Aveiro (DECA); TICE.PT.

ART & TECH – STEAM EDUCATION

#schools #training #artisticresidencies
#mediation #education

Despite the successful implementation of Aveiro STEAM (science, tech, engineering, arts and maths) programmes in Aveiro schools, it appears that the artistic dimension is not yet fully on par with the rest. Starting in 2022, Art and tech labs will upgrade the current STEAM programme by adding new content related with ecology, biodiversity and sustainability but also by leveraging the artistic and creative content up to the level of the remaining areas. Activities will involve training programmes for teachers and artists focused on STEAM education, artistic residencies in schools and cultural venues, mediation programmes to local citizens and the development of European network of STEAM cities, proposed in collaboration with Oulu 2026, as a result of the STEAM Education Symposium, organized in November 2021.

Partners: Oulu city; FCV; 7 School's directorates; Artists and creative community, Žilina Beskids 2026, Daugavpils 2027, City of Magdeburg.

DESIGN FUTURES

#sustainability #networking
#capacitybuilding #industry
#experimenting

Design Futures aims at enhancing the role of design as mediator for innovative and sustainable tools, methodologies and products, serving as base for leveraging Aveiro's bid for UNESCO Creative City of Design. Aveiro will turn into a big experimental and international field for designers seeking to develop and implement sustainable and zero-impact design methods, bringing together designers from diverse backgrounds (ceramics, textile, graphic, arts but also multimedia or industrial product designers) and activating the local design "capital" and expertise (professionals, industries, among others).

The programme will work in connection with a number of other Aveiro 2027 projects, namely the Biennale of Ceramic Art of Aveiro, AI – Artistic Intelligence Factory and Living Places Lab.

Partners: CIRA, University of Aveiro, PCI – Creative Science Park, AIDA – CCI, ECOC cities, Réseau Art Nouveau; Ruta del Modernismo; NEB.; European Route of Ceramics.

GAME FACTORY

#agebridging #participation #colearning
#gaming #industry

For forty-five years now, the University and the city of Aveiro have proved their strong ties with communication and information technologies, achieving excellent results and breakthrough innovations. Using this fertile ground for creativity, the Game Factory stems from the electronics and computing department of University of Aveiro, taking up gaming as a means of promoting and facilitating cultural participation and interaction, bringing creators and users together. The result is a process of dialogue and co-learning that will happen in our AI Factory, establishing further bridges between the industry, the academia and culture, but also setting out a dialogue between different generations and fringes of society.

Partners: Abragames (BR); SBGames (BR); DiGRA (EU); Centre of Excellence in Game Culture Studies (FI); TICE.PT Cluster (PT).

AUGMENTED CULTURE

#industry #innovation
#augmentedreality #technology
#digialethics

The industrial panorama in Aveiro region producing ceramics, paper, cork, machinery, automobile parts, among many other indispensable elements of our daily lives provides a powerful, yet unusual atmosphere for artistic interventions.

Augmented Culture is a series of creative and investigative residencies taken up by artists, working in close contact with engineers and taking up the challenge of matching their curiosity with Aveiro's technical prowess. Under the framework of Aveiro (RES)+T+ARTS project promoted by Art Share, started in 2020 and focusing on strengthening the link between science, tech, industry and the arts sector, Augmented Culture is designed to foster creative and artistic new pathways in the fields of AI, augmented reality, cybersecurity, as well as digital ethics. The projects resulting from Augmented Culture will benefit from AI Factory as a platform for their showcasing and further development.

Partners: STARTS Towards Sustainability - S2S network (incl. Serralves Foundation, PT), MediaVerse network (incl. Deutsche Welle, DE) Network of partners of the S+T+Arts (incl. Ars Electronica (AT), Alto University (FI), Avignon Festival (FR), Bozar (BE), Venice Biennale (IT), Volkswagen The Drive (DE), WebSummit (PT)).

MTF LABS

#music #artandscience
#idependentTalent #glocalchallenges
#musicfestival

Through a programme of strategic global partnerships, Aveiro will provide bridges and dialogues for broad transnational creative perspectives. With 10 years experience of driving cultural movements, MTF Labs will leverage its international and interdisciplinary community of 8000 creative innovators and place Aveiro at the centre of a constellation of collaborative satellites around the world, uniting a core of cross-domain experts from the arts and sciences in intensive hands-on creative sprints – both in situ within the city itself, and in simultaneous remote collaboration with satellites at universities and research groups across continents, to jointly tackle the grand challenges facing our shared global ecosystems. An international music festival, focusing on the European independent scene, will also be carried out in 2027.

Partners: MTF Partners, ECOC Cities.

WE DANCE

#dance #choreography #youngartists
#collabs #performance #creation

We Dance will be a festival celebrating and promoting all forms of expression through moving bodies. Leveraging local dance organizations and promoting the inclusion of dance practitioners, students and dance studios across the city, We Dance will commission new creations, community projects and bring into Aveiro national and international dance companies and choreographers for performances, seminars and workshops. It will host dance talks and dance lounges, where collaboration and networking will be encouraged, serving as a meeting point for all interested parties: Audience members, dancers, choreographers and more. Curated by Lara Pereira.

Partners: ECOC Cities.

UNWRAPPING THE DREAM BOX

Opening Event

#saogoncalinho #celebrating
#worldmemories #aveiroconnections
#opengallery

The Dream Box will be ceremonially opened at the start of 2027 to unleash the 5th Element at its most powerful. An all-embracing event which sets the tone for the year to come and brings to fruition all of the crucial capacity building and audience development activities which our Tools have fashioned during the build up years. For its grand opening, Aveiro 2027 looks upon one of the city's most popular and cherished traditional festivities – São Gonçalinho – taking place over 11 days of celebration, with a special intensity between January 14th to 17th. We will support these festivities starting January 10th, which consist of one of the most unusual traditions in Europe – throwing giant cookies "cavacas" from the chapel of São Gonçalinho to concerts and unusual dance performances. History tells us the saint was born in India and adopted in Brazil as the "african slaves saint" and he is the perfect guardian of honour for this memorable year, having earned his holy reputation as a reliable matchmaker. Since his time matchmaking extended from marriage into much broader context to sports, video games and many other disciplines, he will also help us to matching the people of different ages, regions, religions or even continents and of course, the four elements – Earth, Water, Air, Fire – during our Grand Opening Weekend.

We will work a lot with **memories and technology**, and have both offline and digital initiatives that take full accessibility into consideration. One of the most important activities is **AVEIRO CONNECTIONS**, a platform starting already in 2025 that will allow matchmaking people around the world and voluntary collecting of memories (photos and short stories), making them co-creators of the opening event and also Aveiro TU.EU project. We will not miss the chance to engage the Aveiro diaspora in the world and places where our patron São Gonçalinho is present, focusing our communication mostly, but not exclusively in ECOC cities, twin cities of Aveiro in Europe, Africa, Asia, Brazil and other Portuguese-speaking countries. The city and region will be transformed for a few days into one huge contemporary **OPEN GALLERY**, with street-sized initiatives to city-stopping events, and several highlights in sight. Big concerts, exhibitions and shows will take place across all major cultural venues and public spaces,

while smaller initiatives, protocol events and others will be found virtually everywhere, intersecting one another and avoiding overcrowded places, with limited visibility and low comfort. All the events are also accompanied by **AVEIRO 2027 HOSPITALITY VAN** that provides information, collects data for the monitoring and evaluation and creates good atmosphere with music and cookies from all the EU countries.

This first major event will activate our Community Culture Club. But the story will continue to be told in three other chapters that will open in Spring, Summer and Autumn of 2027 with a series of events that will be designed to highlight **5th Element**. The four major events will activate and showcase the potential and achievements of the four tools lying in our **Dream Box: Living Places Lab, Creative Change Academy, Community Culture Club and AI – Artistic Intelligence Factory**.



Q12 COMBINING LOCAL CULTURAL HERITAGE WITH NEW, INNOVATIVE AND EXPERIMENTAL CULTURAL EXPRESSIONS

Aveiro's cultural programme is a conversation between curiosity and experimental initiatives and the territory's pre-existing heritage, both in its human and natural expressions. It is particularly relevant to emphasize the concept of natural heritage since the region's cultural landmarks all stem from a close relationship with the environment and its natural resources. That is why and how Aveiro prides itself in fields of expertise such as ceramics, architecture, design, gastronomy, science or technology.

The four tools nurturing Aveiro's cultural programme, Living Places Lab, Creative Change Academy, Artistic Intelligence Factory and Community Culture Club, present themselves as examples of this crossroads between what's old and what's new, what belongs here since ever and what's must be brought in anew.

However used to dealing with traditions Aveiro might be, we want to bring a dash of contemporaneity and wit into the equation.

Two of these tools - AI - Artistic Intelligence Factory and Living Places Lab focus on delivering this vision, bringing together Aveiro's human, natural and cultural capital with digital innovation, technology and techne.

Criatech paves the way for an exchange between state-of-the-art tech and local heritage, the same way biodesign and new, less-impactful materials, make their way into quintessential traditions via **PRIMA** and **Design Futures**, including Biennale of Ceramic Art of Aveiro. Farm-to-table and short food chain supply principles permeate local gastronomy through several yearly initiatives of **Codfish vs Food Revolution** focusing on different elements such as salt, wine, pastry or fishing and seafood.

The famous Art Nouveau façades that make Aveiro a relevant point on the radar for architecture and design now become a point for discussion around sustainable living, in a partnership with Réseau Art Nouveau and resulting in **Nature Inherited**.

These are multidisciplinary initiatives starting in 2023 and proceeding through 2027, resulting in both academic and contemporary artistic guises by means of conferences, publications, exhibitions and guided tours in the city.

Past Continuous is a community-oriented project harvesting collective memory on maritime heritage, addressing the centuries-old tradition of Moliceiro boats with an adaptation to the challenge of rising sea waters (**F-Lower-ing Waters**). The renovation of maritime traditions, memories and ways of life of Aveirenses is juxtaposed with new cinematic interpretations through the lens of diversity with **Filma Ria**. At the same time, the almost-lost memories of Aveiro, for e.g., important figures of the past, religious heritage and architecture will be re-created with digital technologies, such as augmented and virtual reality, through **Augmented Culture**.

Even the light of Aveiro, that natural element of such great importance, won't be left out, through **Prisma**, a festival dedicated to artistic work and creativity around the phenomenon of light.

showcases some of the city's cultural landmarks in a dialogue with other European cultural expressions, looking beyond Aveiro and across the European continent and sharing the spotlight with a different guest European country in each edition, saving for its Latvian ECoC partner if 2027.

Connecting to Aveiro's human potential and heritage, **Voices Museum** is a platform for self-empowerment and the preservation of memory from the individuals of more than 80 different nationalities that are the beating heart of the city, through an ever-expanding archive of testimonials open to all. **ACT NOW!** specific initiatives like **Voices Sung Are Voices Heard** promotes the legacy of Aveiro-born Zeca Afonso as a platform for civic engagement through song and poetry and **Invisible Biographies** reaches out to underrepresented communities within Aveiro, providing them with a contemporary cultural framework for self-representation.



Q13 INVOLVEMENT OF LOCAL ARTISTS AND CULTURAL ORGANISATIONS

Picture two very simple premises, that really change everything: First, a city dreams of a cultural programme that's designed to fit everyone, leaving no one behind. Second, it seems only natural that this programme must be designed with everyone's help. In Aveiro that's just how we see it and the only way we could do it. That's why the work for the 2027 cultural programme started off with devising a game plan, even before we got our hands on any specific project or theme. We had foreseen different stages of involvement and ways to reach out to specific sectors of society, as well as methods designed to attain each individual or community's contribution. This process also includes the involvement of cultural agents and organizations.

Our first step to engage established cultural and artistic agents and organizations was set in the making of Aveiro Strategic Plan for Culture 2030, through several discussions and focus groups that contributed to the strategy's development. The plan went ahead in 2021 with the organization of a wider auscultation process of a series of civic groups and local organizations (explained in the Outreach section), including a Culture Group with more than 150 local cultural agents from and/ or operating in Aveiro. We worked together through meetings and workshops until they became a central part of this programme's DNA, inspiring projects like **Ramal**, **Biking Culture** and **Breaking Walls**.

In parallel, we've also worked with established local artists and arts and culture organizations, and launched an open call for projects resulting in over 100 proposals coming in from 7 different countries. This process shows just how much we want this Dream Box to be welcoming to all, while promoting the sense of belonging within Aveiro communities.

The following are some examples of the projects promoted by or developed in collaboration with local and cultural organizations that already figure in Aveiro 2027 Dream Box:

No Island is an Island // Maria José Santana (writer/ journalist)
Exodus Week // Gravimotion (visual arts)
Ramal // 4is (NGO dedicated to social and cultural innovation)
Biking Culture // CiclAveiro (NGO – mobility, environment, culture)
Inherited Nature // Aveiro Museums
Greater Green // Informal cultural citizen movements// Digging
Tunnels // Navalha (media arts)
It's Oh So Quiet // local parishes

Navio de Espelhos // GRETUA (theatre)
ACT NOW! // Ultraviolenta (visual arts)
European Crossroads // OFB, Arte no Tempo (music)
Festival dos Canais // Teatro Aveirense
Adults Free // Community Culture Club

CRIATECH // Teatro Aveirense
Prisma// Teatro Aveirense
Play Up! // Aveiro Music Conservatoire – Calouste Gulbenkian;
Philharmonic Bands (Aveiro Region); young musicians studying in Aveiro
Demos // GRETUA (theatre)
Game Factory // Nelson Zagalo
Design Futures // Design Factory Aveiro
Augmented Culture // Art Share; Aveiro Museums
We Dance // Lara Pereira

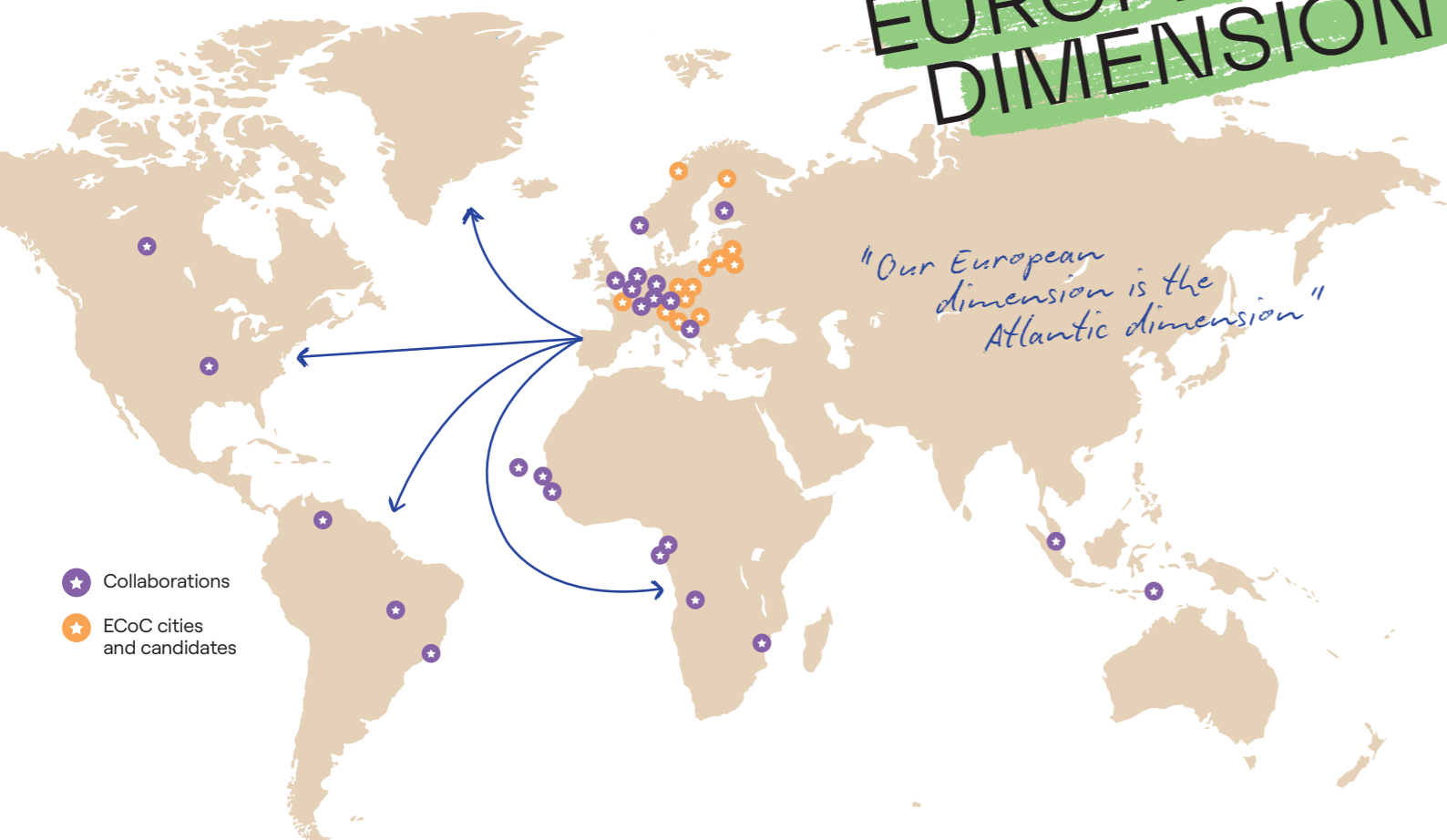
Breaking Walls // Red Cloud (puppet theatre company),
Companhia de Música Teatral (music-theater company),
Sons em Trânsito (local music agency)
AV-NY // Community Cultural Club
Past Continuous // Aveiro Library
Voice Museum // Susana Sardo (heritage researcher)
TU.EU// Aveiro Archive
Chain of Sports // Sports Clubs
All Together (Vamos Juntos) // Regional Cultural Network (CIRA)

In addition, it is worth mentioning that local artists and cultural organizations will also be involved in projects like Prima, Greater Green, MTF Labs, Art & Tech – STEAM, Flavours of Compassion, Bairro de Europa and New Atlantic Poetics.



São Gonçalo Festival

EUROPEAN DIMENSION



Q14 GIVE A GENERAL OUTLINE OF THE ACTIVITIES FORESEEN IN VIEW OF:

A) PROMOTING THE CULTURAL DIVERSITY OF EUROPE, INTERCULTURAL DIALOGUE AND GREATER MUTUAL UNDERSTANDING BETWEEN EUROPEAN CITIZENS

B) HIGHLIGHTING THE COMMON ASPECTS OF EUROPEAN CULTURES, HERITAGE AND HISTORY, AS WELL AS EUROPEAN INTEGRATION AND CURRENT EUROPEAN THEMES

Aveiro is at the edge of Europe. It is a frontier on the Atlantic border where the exchange between Europe, America, Africa and Asia has been taking place for centuries. Our European dimension is the Atlantic dimension.

As we have been standing in front of the vast horizon of the ocean, Aveiro has always played a crucial role in transporting European values throughout the world. But honestly speaking, in the more distant past our relation to the world has mainly been in the light of the four elements. Conquering land, bringing back resources, burning down cultures, exchanging goods, fishing in the seas, sailing with the winds. For the 21st century, in the light of global issues like climate change and COVID-19 our European and Atlantic dimension has to translate the four elements into their contemporary versions: sustainability, democracy, cohesion, resilience – and then combine it with the 5th Element. Culture.

The 5th Element and democracy
In our European dimension – as we said before – we find ourselves on the same page as our neighbours in Europe. It is the intercultural dialogue with the Atlantic that will allow us to act as Europeans in re-building crossroads with the neighbours beyond the horizon. History inside and outside of Europe is part of Europe's history and present. We sometimes forget this impact. **Creative Change Academy** opens new paths towards our neighbours on this and on the other side of the Atlantic. It provides an intercultural stage for celebrating cultural diversity and

international relationships. The platform will host conversations about past legacies, decolonisation and political discourse looking at them through today's European values, such as freedom of speech and human dignity.

As a committed Atlantic city – open and curious – Aveiro 2027 strives to bond with European and Atlantic geographies, cultural and creative ecosystems, communities and individual activists, minority and LGBTQ+ groups through the essence of united democracy. Projects like **AV-NY (Aveiro – New York)** mark Aveiro's relationship with communities in the USA, Canada, Brazil and Venezuela whose influences are found in the social, economic and cultural life of the city. **Novas Poéticas Atlânticas** seeks for the human dream that Aveirenses pursued on the other side of the Atlantic. And **New Deal of Arts & Politics – Cultural Democracy Fest** will create a place where the need for fairness will bring Art and Democracy together for a critical discussion.

Our platform **ACT NOW!** will explore alternative ways on how artistic projects engage with diverse audiences through DIY cultures. It will provide underrepresented communities with a voice and a spotlight for self-representation, including empowerment of young people in the laboratory of **Adults-Free**. The artistic collaboration practice of **Navio de**

Espehos (Ship of Mirrors) is designed for international and local artists with historians, political scientists, local communities, and especially young artists to work on European heritage, our shared past, and borders. While **European Crossroads** project will welcome Portuguese and European composers, orchestras, and a presence of international audiences by bridging musical pieces on the theme of the sea and nature. The highlight of our European dimension approach will be the large-scale project **Bairro da Europa** (Europe Neighbourhood) which among other elements will consist of a one-year programme of public space interventions inviting the 27 countries in Europe to take over the main neighbourhoods of Aveiro. As a part of it an interpretive centre for European culture, art, memory, and society developed through the **Satélite Europa** is meant to become an attractive and inspiring exploratory container of European civilizational memory.

The 5th Element and sustainability
The sea might swallow Aveiro by the year 2030 or 2050. It oozes out phosphorus particles on Latvian beaches. And the Great Pacific Garbage Patch is over 17 times the size of Portugal. This is way beyond a European dimension – in every sense of the meaning.

With **Living Places Lab** we will give attention to the issues of sustainable living and cultural and creative ecosystems. The cultural and creative interactions will bring together local landscapes across Europe that witness similar challenges, such as endangered ecosystems, loss of biodiversity and unsustainable cultural productions. The **New European Bauhaus** is a guide for transformation on how we aim to cohabit in Europe in the future. An example is the project **Digging Tunnels** which will foster cooperation between European cultural agents from different territories and typologies through multilateral exchange. **PRIMA** will network with international communities, creatives and volunteers in the movement of re-discovering materials and re-designing the "waste". **Out of the Blue** is an international artistic and scientific investigation on the impacts of ocean pollution – a most urgent threat for coastal cities like Aveiro around Europe.

The 5th Element and cohesion
Social cohesion, engaged citizens, solidarity. Without those we will lose the battle against climate change and anti-democratic forces. No small issues for most European cities. Aveiro's cultural system in particular is organized top-down which does not incentivize citizen engagement. **Community Culture Club** is going to air European diversity and engagement in cultural participation, creativity, and local heritage appreciation. It serves as our tool for inspiring exchange with individuals locally and reflections with communities internationally. European heritage will be highlighted in **Past Continuous** – a project designed to strengthen the dissemination of knowledge, cultural and artistic recognition of the heritage of Aveiro connecting it to cultural tourism. **Breaking Walls/Rondas Animadas** proposes a cycle of puppet shows especially aimed at under-represented communities. Sometimes it takes hands-on co-creation to trigger your cohesion-gene.

The 5th Element and resilience
Resilience is the ability to fail and try again. Innovation works exactly like that. **AI-Artistic Intelligence Factory**, our fourth tool is designed for prototyping and piloting models (even if they might fail) on how culture meets technology, science and innovation. Creative practices converge local, European and global ideas, test low- and high-tech experiences (e.g. the festival **Prisma** in partnership with the Lumo Light Festival in Oulu), and generate an active collaboration with the gaming sector e.g. in our project **Game Factory** in cooperation with partners in Brazil and Finland. The tool within the **Artistic Intelligence Factory** is a physical, digital and hybrid space that will train and test our skills, develop leadership in cultural entrepreneurship and promote a resilient interdisciplinary system. For example, the **Art & Tech – STEAM Education** fosters the sometimes-underrated letter A for Arts within the STEAM methodology to leverage artistic and creative content up to the level of the remaining letters.

C) FEATURING EUROPEAN ARTISTS, COOPERATION WITH OPERATORS AND CITIES IN DIFFERENT COUNTRIES, AND TRANSNATIONAL PARTNERSHIPS

Our numerous international connections comprise artists, institutions and companies from mainly European as well as transatlantic countries and are to be grown continuously in the ramp-up years to 2027. For our **Creative Change Academy** together with the partners of Decolonising Arts Institute (UAL, London), Museum of Black Civilisations, Dakar; CENDANA Malaysia; Museu Afro Brasil (Rio), Sarajevo Fest Arts & Politics (Bosnia and Herzegovina), ICORN we will promote our abilities to integrate with different cultures and communities by mapping and studying global contexts. Through artistic and social exchange with creative hubs and cultural organizations in ex-Portuguese colonies, we will begin a sensitive process of decolonizing our city. The festivals cooperation (with Greenwich+Docklands International) will provide an inclusive stage for (re) presenting and engaging voices of diverse cultural communities and groups. On the level of our **Living Places Lab**, cultural exchange with partners of ZEN (Norway), Arcadia (The Netherlands), Delta Lab (Rijeka), and associations like Klub Solitaer, SPINNEREI (Chemnitz), The Festival Academy (a Global Atelier "Sustainable Festival City" and Alumni network) and networks as CreArt, European Routs of Ceramic, NEB Goes South, International Alumni Center (iac Berlin) and IETM will nurture shared processes of learning and strengthen our understanding of commonalities and differences. This way together we will promote change-making practices on how cultural diversity can impact the adaptation of sustainable practices in our cities and regions. The project **Ramal** as a part of a wider European network initiative promoted by 4iS called Back on Track will evolve a co-creative lab for the regeneration of a significant public space with partners of the Tandem network and Bosch Alumni network, whilst the project **Flavours of Compassion** is co-designed by Austrian-based food experience designer Fransisca Tal.

Our project **Augmented Culture** is developed around the internationally recognised Innovation Cycle S+T+Arts methodology. It will bring continuous reflection, debate and cooperation with partners of European innovation and research projects STARTS Towards Sustainability and Media Verse and the network of partners of the STARTS initiative including Ars Electronica, Bozar, ZKM, Venice Biennale, Bosh Corporate Research and Volkswagen The Drive. The project is created to foster partnerships as well as national and international investment, to add new knowledge and train new audiences namely in the field of science, technology, arts and industry and in the themes of 5G and cybersecurity. **MTFLabs Aveiro** (lead by Michela Magas, London and Umeå) has tested the first Satellite event in 2021 that connected brilliant minds from Chicago, London, Liepāja, Mexico, Porto, Toronto, and Trondheim for a week-long international brainstorming and prototyping sessions. By 2027 **MTFLabs Aveiro** will earmark a global real-time collaborative process through the extensive Satellite event approach. Aveiro is already connected with several European and Atlantic networks (AULP Associação das Universidades de Língua Portuguesa, Culture Next, Réseau Art Nouveau Network, Enterprise Europe Network, The European Festival Association etc.) across education, cultural, creative, industrial and enterprise sectors. The city shares connections with twin cities from Latvia to Cape Verde, from Brazil to Japan, USA and others that we have approached for cooperation.

Q15 STRATEGY TO ATTRACT THE INTEREST OF EUROPEAN AND INTERNATIONAL PUBLIC

Aveiro is a hidden gem at the edge of Europe – charming, sensitive, and still delicate. A place where technological and cultural innovation is combined with the character of a human-scale city, accessible and proximate enough to everyone with the potential of becoming an active driver in a process of European placemaking. Playing in the European league of hidden gems without being stripped of the qualities that make us, a gem needs a sustainable kind of tourism and sustainable ways to implement our events. So that not only the cultural but also the natural ecosystem stays in a good balance. To get to know each other as true neighbours do. Of course, we do factor in that a lot of people will come to see the project **“No island is an island”** when we will disclose who is this mysterious artist. And that **Bairro da Europa** will bring artists and citizens from 27 countries to remind our citizens that being good neighbours means that sometimes people come knocking at your door. By 2027 we will be ready for that. We want people to come and get to know us as next-door neighbours do. With all our funny quirks and smelly dinner habits.

First of all, there is the chance to join our work on the 5th Element. Connecting culture to what concerns all of us in Europe and beyond – sustainable life, democratic values, cohesive society and resilient cultural and creative systems. That should bring us a lot of interested people who work on similar themes. Already we are receiving artists and partners who are eager to come in person and explore the city as tourists never do. Projects that allow for more of that are **Ramal, Breaking Walls, Design Futures**. Further there are projects like **Past Continuous** that allow the international traveller to explore the heritage of Aveiro whilst keeping their touristic footprint greener than a manicured golf lawn – and certainly experiencing more (bio)diversity. Whilst **Codfish vs Food Revolution** and **Flavours of Compassion**

will offer flavoured experiences in European gastronomies. **ExodusWeek** will bring adventures of the world of photography and video in exploring a sense of belonging and equity on a planetary scale. **Hyper local** will deepen relationships between locals and visitors through authentic and original experiences, allowing newcomers to live the city just like an Aveirense would. And **7 na SET** will sparkle curiosity on Portuguese musicians around the world through digital platforms and at unusual locations of Aveiro.

Our “12th player”, the university is a player that attracts bright minds all year round, lecturers, researchers, students, guest speakers. If they all can be invited to tell their friends and families about our activities and that it is worthwhile coming for a visit or participating in our online activities this can reach out to a whole lot of people.

Last but not least, our four **tools** in the programme lines are platforms for conferences, debates, research, exchange and celebration. Come in 2025 and explore some of the building up programme. Participate in an online conference and come back for a visit because you made friends. See with your own eyes what you learned in a webinar about the approach on It's Oh So Quiet.

Drop in anytime for a whiff of your smelly dinner neighbours. We are waiting for you.

Q16 CONNECTIONS TO OTHER EUROPEAN CAPITALS OF CULTURE

When the world stopped and real challenges came to light, we kept up the dialogue with our friends around Europe. Our talks with Rijeka 2020, and Novi Sad 2023 allowed us to learn what can be done in times of uncertainty and made us think, how we can manage the expectations we build. We have invested a lot of time and effort in connecting to European Capitals of Culture and candidates in a meaningful way. And we have learned and achieved quite a bit.

On the way to the north

With **Oulu 2026** we share interest in STEAM Education and a common vision of Art & Tech programmes. In November 2021 we started our practical collaboration with an online education symposium under the topic STEAMing INTO THE Future and piloted the Oulu/Aveiro edition of the STEAM residency project. Furthermore, we brought together our Light Festivals (Oulu's LUMO and our **Prisma/Art Light Tech**) for a collaboration on opposite sides of Europe. A veritable light connection from the far Southwest to the far Northeast of the continent. ECoC candidate cities in **Slovakia** and **Latvia** have also expressed their interest (including former candidate **Magdeburg 2025**) in building European networks of STEAM Education and Light Festival cities.

The Atlantic Ocean is a common ground we share with **Bodø 2024**, along with stories about long fishing, bacalhau (codfish) and traditions in gastronomy. We have agreed to internationally promote mobility initiatives (EEA Grant) that can bring together cultural food producers from both regions on the topic of sustainable food production. Our regional player, Ílhavo Municipality, will join Bodø's project of the codfish trade route Via Querissima. Together we want to explore how our Atlantic stories can be shared with a European audience through storytelling and sharing the importance of Capitals of Refuge together with ICORN network.

Both **Bad Ischl 2024** (with its melting glacier) and Aveiro are both under threat of disappearing within the next few decades. Our shared water theme is a significant characteristic that brings us close. A strong history, tradition and practices in salt production and ceramics are embedded in both our identities and so we both want to pay attention to international mobility and networking activities for artists coming from the salty water regions, including digital arts and alternative music scenes. Bad Ischl's experience of their legacy project – School of Arts & Crafts – bottom-up open spaces developed through the NEB learning philosophy – will be presented in our programme and a source of learning for us.

Ship of European cooperation

Our connections to European Capitals of Culture are also finding their way along the path of Creative Europe projects implemented between 2022 and 2026 by the municipalities joining our bid (e.g. Stories of Changes led by

the **Festival Academy**; The LAND, led by Oerol Festival in the Netherlands). These partnerships will allow us to have the know-how exchange and collaborate with **Eleusis 2023** and **Bodø 2024**. Aveiro intends to actively develop critical mass for bottom-up collaborations and promote youth engagement through our partnerships with **ECoC 2025 Chemnitz**-based associations Klub Solitaer (artistic residency established in 2023) and SPINNEREI (POCHEN Multimedia Biennale, data and digital literacy). With the former **ECoC Pilsen 2015** we promote the exchange of artists between the city festivals (WALLZ and Festival dos Canais). Furthermore, we aim to connect with Leeuwarden-**Friesland 2018** legacy programme Arcadial LF2028 in order to explore climate adaptation. Being one of the founder cities of the European Culture Next network led by former candidate **Cluj 2021** is another way we anchor our know-how networking in ECoC experiences.

Sailing across Europe

The common ground with the Slovak candidate city **Žilina Beskids 2026** is capacity building. To create activities that provide training opportunities and cultural dialogue in the fields of Art, Technology and Science with the support of mobility programmes, incubators and hubs is our shared interest. STEAM education and creation in Public Spaces are our joint focus in connecting our respective tools (AI-Artistic Intelligence Factory and Žilina's Future Factory).

Slovak candidate **Nitra 2026** complements our plans for our **Creative Change Academy** on promoting democratic participation. We are connecting on the topics of artistic protest, creative activism and active citizenship through their Protesta Festival & Conference and our project **Demos**. Furthermore, an exchange of wisdom in food preservation and food experiences are important for both. We both agree on developing a creative path empowering children and youth to create their own more democratic city.

Worth to mention that we already have significant cooperation in fields of ceramic and artistic creation with the French ECoC candidates 2028 – **Clermont-Ferrand** and **Rouen** thus we intend to expand its scale and impact crossing ECoC activities. From 2022 a bilateral partnership such as the school twinning project on visual arts and artistic creation will involve students from Aveiro and Rouen.

And finally, our closest partners for 2027 are the Latvian candidate cities. We actually have in our Aveiro 2027 team a colleague of Latvian origin. So, we have been “educated” a bit more than the European average on our Baltic neighbours and do not fall into the usual trap of mixing up Latvia with Lithuania or the Baltics with the Balkans. Go team! Both Portugal and Latvia are literally at the edges of Europe and the notion of “distant” is something very familiar for both. To diminish the distance between us, we maintain our dialogue alive through the process of bidding and discussions of the most relevant immediate and future collaborations. Despite the fact that **Jūrmala** withdrew from the ECoC candidacy, it is the twin city of our regional municipality of Anadia thus we keep going with our intentions in developing joint activities at a regional level. Our focus here is on environment, inhabitants and sustainability. We both have a significant heritage of wooden architecture that we see relevant to be explored under the New European Bauhaus philosophy.

Daugavpils 2027 is placed opposite at the very Eastern edge of Europe while we are perched on the Western. We found the topic of migration and relations beyond the borders of Europe from far West to the far East meaningful. Both cities also share the Nature 2000 territory, strong ties with ceramics and crafts and worries about loss of biodiversity. STEAM education, digital experiences and light festival experiences are also considered important for cooperation.

The need for creative meeting places in the city brings us together with **Valmiera 2027**. Like us, they look for new approaches on how to bridge cultural gaps by bringing creativity closer to the community. Exchange of STEAM experience, creation and programming of new cultural infrastructures are the first directions we have identified

Liepāja 2027 like Aveiro is a port city with significant maritime and military heritage sites (including a shared history as a migration point to the Americas). We will focus on co-creating projects through the Arts & Tech programmes and New Media initiatives. The ICT cluster and experience in STEAM education are further topics we want to explore together.



*In an open city culture is like a bonfire, each one brings his own wood".
From the migrants community's meeting*

OUTREACH



We need to break the silence of those in loneliness, giving them a voice and access to new artistic tools and practices. From the social housing communities' meeting

Q17. INVOLVEMENT OF LOCAL POPULATION AND CIVIL SOCIETY

Throughout this application, we have taken great care to ensure that local people and their communities have been with us on our quest to use the 5th Element to create more engaged and cohesive communities. And although we have used the expertise in the University to explore exciting and innovative participation models, the most important thing we need to do to succeed is to ensure that the momentum is driven from the very heart of our communities. So, we have tried to create a bottom-to-top and collective process where all, from the executive director of a tech company to a university teacher, a young student, artist or a baker, were encouraged to have their voices heard. We want them to create a fundamental sense of civic togetherness that we aim to build in our journey to 2027 and beyond.

First, cultural participation and inclusion are pillars among the principles of Aveiro's Long Term Strategy (see Q5). Eight **focus groups** including community cultural agents were set up during 2019 to inform the development of this strategy, as well as an open consultation that allowed local citizens to contribute for the future of Aveiro's culture for the next 11 years. This led to the inclusion of key goals such as a greater role for local people and their history and stories in Aveiro's cultural life and ideas for improved cultural education linked to our exciting STEAM plans.

And then in the development of our bid, we wanted to take this beyond just the cultural field, promoting a wider and deeper involvement of civil society. To do that **10 thematic groups** with 242 representatives of a wide variety of local and regional organizations and civil society – from economic to social sectors, from industrial to academia, from environment to education – were established and invited to participate in a series of workshops set to hear their wishes and worries about the city and about the ECoC bidding.

Of course, as you will have heard from countless candidates, our plans were knocked off course by pandemic restrictions and **online meetings** became the only way to involve local communities and citizens too. But as things eased, we were allowed to enter in people's houses, offices, even in their cars, but also met them at local cafes, on the ferry boat and on the streets during the months of May to July 2021. **We heard and learned** from more than 200 people who responded with real passion, producing a fertile framework of ideas. That is why and how Aveiro knows where its people stand today and where they want to go tomorrow.

Right from the get-go of this participation process culture emerged, unanimously, as an element of unlimited possibility in the development of the region. In fact, it is seen as a driving force. Capable of strengthening the bond between its individuals and communities, an element for environmental awareness, inclusion, education, citizenship, wellbeing and many other factors fundamental to Aveiro's theory of change and embedded in the 5th Element.

It also turns out that hopes are high among all, and there is a strong wish to collaborate together, not just in thinking about change, but making it happen too. From here a second phase emerged, called **Prototyping Labs**. Here, committed individuals and organizations were encouraged to lay out their ideas and work together with cultural professionals and non-professionals. The aim of these labs has been to transpose some of the challenges identified by each sector into living projects that will address them in a creative and collaborative way. Whilst advocating for local engagement and tackling some of the most pressing topics of Aveiro's present and future, these labs are also the ground from where concrete and palpable projects will emerge, enriching Aveiro's **cultural programme** for 2027 and beyond.

Further initiatives included:

- An **open call** for ideas and projects for artistic content. More than 100 ideas were submitted both by local, national and international citizens and organizations and of these 10 projects have already been included in the Artistic Programme (e.g. integrated in **Play Up!**) while others are still under evaluation, or being matched with already existent projects.
- 10 activities were developed in **public spaces**, São Jacinto's ferryboat, local Festivals and other cultural events, allowing to inform city users about the ECoC but also collect wishes and ideas for Aveiro 2027.
- **Communication** and Marketing activities kept the public informed about ECoC since 2019:
- **Branding** helped to create coherence among all activities developed by or related with Aveiro 2027.
- Marketing and **Advertising**: 6 local and regional advertising campaigns "dressed" Aveiro's streets since 2019, and also online platforms and social media of Aveiro 2027 promoters and partners.
- **Digital Platforms** Aveiro 2027 – website, Instagram and Facebook and a newsletter (Jornal do Amanhã) –, promoted news, information and contents about the ECoC contest and Aveiro bid on a regular basis, including interviews with citizens and organizations involved in the participation process.
- **Media** in regional, national and international media: more than 400 news in multimedia platforms (online and offline); a radio show (Noites da

Ria) about Aveiro 2027 bidding was broadcasted in a national radio station (TSF).

• An open **Forum** with open meetings and several activities related to Aveiro 2027 took place in October. Given the positive impact and feedback of Aveirenses on the activities already, we know we are onto something and need to continue and deepen this process. It is providing a real space and stimulus for civic engagement in cultural policy making discussion, allowing collective critical and creative thought about Aveiro's future and open new and purposeful possibilities for networking and collaboration. That's why we sure that the future involvement of Aveiro's culture-chemists in next stages of the bid and during the title year is crucial. And here are some examples of how:

Our **Community Culture Club** is all about Aveiro and its people. It has started coming to life in 2021 as one of the most important platforms for the involvement of Aveirenses in our Cultural Programme. This is a grassroots-level project where citizenship and participation are one. It exists so that individuals and local communities from Aveiro region can share their cultural needs, mutual interests and wishes and lay out their own collective initiatives or develop them in collaboration with social, cultural and artistic organizations, mediators and volunteers. To assure each initiative has all the conditions to thrive, a background platform of logistics and expertise will be provided by the region of Aveiro. **Biking Culture** (involving the enthusiastic cycling community of Aveiro) and an ongoing club organized by teenagers - **Adults-Free** - are just some examples of projects that are currently under development and result from these exciting new clubs.

In addition, other tools, programmes and events – opening and seasonal – will adopt major participative approaches and methodologies- For example, **Living Places Lab** will run a series of **online pools, workshops and debates** to hear local inhabitants and involve them in deciding the future function of an abandoned space of the city – the old Lota de Aveiro. **Greater Green** will also invite local neighbours to take **ownership** of their street or neighbourhood and develop a One-Minute City project. **PRISMA** and **Ramal** aim at involving local communities as co-creators of land art installations. Projects like the **Museu da Voz** (Museum of the Voice) or TU.EU intend to be repositories of local and regional memories, inviting individual

citizens and organizations to share and present their personal stories, objects and collections as part of a hidden collective memory. **Hyper Local** and **Filma Ria** will also invite local citizens to promote maritime heritage on camera, co-curate touristic experiences or be a local guide for our visiting neighbours during 2027.

Finally, a major **volunteering** programme led by the NGO **Agora Aveiro** will start in 2023 and aims to involve hundreds of volunteers and mentors (if not more). Recruitment will also be done via educational, cultural, and social institutions from the city and region of Aveiro to guarantee the involvement of wide diversity of people, especially young and senior citizens but also migrant communities. In order to promote a long-lasting engagement and a rich experience for participants, even after 2027, we will learn and exchange with other successful international volunteering programmes of former ECoC cities and networks (Erasmus +, ECoC Volunteer Coordinators Network, etc.), to develop training programs and create opportunities for different levels of local involvement.

Q18 OPPORTUNITIES FOR PARTICIPATION OF MARGINALIZED AND DISADVANTAGED GROUPS

As we described above, during our application process we had a real opportunity to actively listen, probably for the first time in Aveiro, to diverse voices and points of view about Aveiro and the city culture. Together, we dug deeper into current challenges and noted with pen and paper valuable insights that helped to shape our programme, creating a positive synergy around Aveiro 2027.

Nine meetings, conversations and workshops with LGBTQI+ people, seniors, unemployed and homeless people, people with physical and mental disabilities were developed in collaboration with 20 local NGOs, and we are opening a dialogue with several Roma families living in Aveiro (temporarily and permanently).

We also listened to the hopes and concerns of our migrant communities. Today more than 13,000 registered citizens are living in Aveiro Region, and the majority of these migrants are women. About 68% come from non-EU countries, in particular from the Americas (approx. 42%) and Africa (11%). EU citizens are 31% of local migrant population, Ukraine (8%) is the most representative community.

IDEA Principles

- **Inclusion** | It is fundamental that each person feels a sense of belonging to Aveiro 2027, meaning represented by and interested in it. Inclusion is pursued as the state of psychological safety where diverse individuals are free to participate in all aspects of creating, producing and enjoying Aveiro 2027's cultural offer, as well as taking part in its decision-making processes.
- **Diversity** | To our understanding, people are different in many ways, but equal in principle, both individually and collectively. The level of diversity among participants of Aveiro 2027 will be a direct reflection of its pertinence and interest, and as such it will be sought and promoted as a cornerstone of its success.
- **Equity** | It is time to move past the concept of equality as an optimal system for individual and plural representation, in favor of an idea of equity, where fair and just treatment of all is the basis for all activities and thought behind this programme. Equity is an approach where opportunities are adapted to each member of the community, taking into account all pre-existing inequities that need correcting.
- **Accessibility** | This is the principle ensuring equitable access to everyone along the continuum of human capacity and experience. Different ways of access address different needs, and they are meant to rend participation as autonomous as possible to all. The challenges faced by accessibility are understood by Aveiro 2027 not to be related to physical barriers only, but also social, economic and intellectual ones.

One first conclusion from this process is that are still **too many barriers and few opportunities for vulnerable groups** to cultural participation in Aveiro, from mobility (specially of peripheral neighbourhoods and towns) to cultural diversity or accessibility of all kinds (economic, social, physical and cognitive). So, our strategy to ensure that all will be granted fair and equal opportunities as well as encouragement

for participation, Aveiro 2027 programme rely, first and foremost, upon IDEA principles: **Inclusion, Diversity; Equity; Accessibility**. IDEA is the framework that will allow Aveiro 2027 to fully comply with its belief of universal cultural rights, turning participation into the very cornerstone of its programme. This approach will be enforced across all its programming, whatever source it may spring from: Engaged citizens, invited artists, volunteers, local organizations. All will comply with IDEA guidelines, making this a 100% participatory and inclusive programme.

To do this we aim at continuing to uncover challenges and opportunities for developing the IDEA implementation. Thus, we will continue to work with NGOs already involved in Aveiro 2027 – such as CLAIM Vera Cruz (supporting migrant integration); Aveiro sem Armários Collective (LGBTQI+); Florinhas do Vouga and CESDA Foundation (working with social housing like Santiago Neighbourhood and social excluded people), senior schools and universities; student and civic associations, among others. We are very excited that Aveiro Municipality has, for the first time, a city councillor for Multiculturalism who will also be fundamental to spur the growth of this network of mediators through the region and its involvement in 2027.

Community Culture Club, as introduced in Q11 and Q17 will be Aveiro's main and permanent platform where these principles will be highlighted, applied and adjusted. The clubs will occupy spaces close to these communities and create contexts for artistic and creative diversity to grow and become visible. Artists and cultural agents will work with NGOs and the most vulnerable communities, assuring access to professional and quality cultural production. For example, a Club with people with disabilities and CERCIÁV already started in 2021. CCC will also articulate with a mediation and accessibility programme set to involve the most excluded Aveiro 2027 in a holistic way, covering all aspects and stages of cultural participation process.

Other projects in our programme will engage specific groups. **AV-NY (Aveiro – New York)** will focus on the sense of belonging of migrant communities (Aveiro diaspora, migrants living in Aveiro and temporary residents). **Novas Poéticas Atlânticas** will network Portuguese language communities and create joint opportunities for creative businesses and careers.

Projects connected to **Creative Change Academy** will bring the post-memory era and colonial past to the table, creating reflections within the Atlantic space /continents. Programmes like **ACT NOW! / Invisible Biographies** will put a spotlight on the most underrepresented communities of Aveiro, such as LGBTQI+, migrant communities or Roma people by giving them the stage and co-design with artists, social and cultural organizations. **Game Factory and Past Continuous** will promote intergenerational dialogues, engaging youth and seniors in solution-making for challenges of senior citizens, but also exchange and transmission of knowledge and memories related with maritime heritage. **Breaking Walls**, including **Tuttinopollis**, Animated Rounds, and **ExodusWeek** (an all-inclusive visual arts initiative) will engage and include people with disabilities, prisoners, people with health conditions and low-income people in developing collaborative artworks installed in public spaces and institutions.

Q19 STRATEGY FOR AUDIENCE DEVELOPMENT, LINK TO EDUCATION AND SCHOOLS

Aveiro understands cultural participation as a wide process that integrates all elements and ways of living, thinking, enjoying and creating. On the streets, in squares, museums, theatres, parks, squares and neighborhoods. Cultural participation is not limited to formal creation, cultural practices and consumption. It is instead an expression of life in Aveiro. It is present in daily lives and gestures of Aveirenses, in their routines and in moments of celebration. Everyone is a cultural maker, everywhere, every day. That's our vision for the 5th Element. Yet when hearing from the local people involved in our application, especially groups of people with any or little direct relationship with the CCS system, we've found out that despite the keen interest of the people of Aveiro in getting more involved in cultural and creative activities, there's no reflection

of this in reported levels of cultural participation. Many reasons were given, such as little interest in the regular cultural offering (frequently seen as “noble arts”), ineffective communication, lack of cultural habits, mobility issues within the region or accessibility (see Q18).

Those are some of the main reasons for increased **cultural participation** to be one of the core areas of Aveiro Cultural Strategy (see Q5). Our goal is to increase the number and diversity of people involved in cultural and creative projects, while facilitating the access to opportunities and contexts for people to enjoy (as spectators) and express (as co-creators) creativity. The challenge is to meet the diversity of interests and expressions and do it in a balanced and long-lasting way across the city and the region of Aveiro. Thus, our Aveiro 2027 audience engagement strategy will connect the actions already foreseen with the IDEA principles – Inclusion; Diversity; Equity; Accessibility – described in the previous question. An action plan for its development and implementation in the city and within the greater Aveiro Region is being designed, making sure Engagement and Participation is everyone's business, as opposed to a category enclosed its own box. It should be applied not only to the cultural programme but rather into all stages and dimensions of the ECoC delivery as well, considering:

- **Universal access**, by breaking down physical, social, economic, and intellectual barriers that are preventing the engagement and inclusion of most vulnerable groups in cultural activities (as described in Q18). This should be applied in a transversal way, for e.g., in infrastructure developments, mobility and affordability issues, mediation and volunteering programmes, communication adaptation.

- **Collective engagement** based on co-creation, shared spaces, and interests, contributing to a reinforced sense of belonging and promoting intercultural and intergenerational dialogues. Research and mapping of collective wishes and challenges by specific groups of people and communities will also stimulate projects which help provide people with what they want and not just what they are always given (for example **Adults-Free**, for young people).

- **Breaking formalities** by facilitating more casual initiatives that help breaking preconceived ideas about arts and culture, especially among

the most vulnerable. At the same time, legitimize practices less associated with culture but more related with cross-cutting themes and urban experiences, such as mobility, sustainability (like **Biking Culture**).

- **Culture near people** with more cultural activities and cultural spaces in the neighbourhoods (nearby spaces), but also in unusual spaces that are part of daily lives. In transport, hospitals, schools, workspaces, homes (as proposed by **Breaking Walls**). Hybrid environments and a greater digital access will also facilitate this approach.

- **Cooperation and involvement of local institutions** will be essential to an effective strategy implementation. Aveiro 2027 will facilitate the sharing of expertise and knowledge exchange by creating meeting places and highlighting good examples related with audience development between local, national, and international institutions and organizations (local cultural and creative agents; NGO's; Tandem Regions; Bosch Alumni Network and International Alumni Center among others). Additionally, audience development will also be an important component of our TOOLS – **Living Places Lab; Creative Change Academy; Artistic Intelligence Factory and Community Culture Club** allowing specific groups such as schools, seniors and vulnerable people to be in contact with culture and creativity. Actively participating in building a positive legacy for Aveiro 2027.

Relation with schools and education Involving children and teenagers in the ECoC, especially when discussing a sustainable future for Aveiro and for Europe, seems to us like a “no-brainer” decision. And as already described, our application has already started to involve education and school communities, from students to teachers, parents, and other educational professionals, generating seeds a sense of ownership of Aveiro 2027.

During this process we've also learned that the demands of the current school curricula is a challenge for students' participation in cultural activities. Thus, our strategy to engage the local and regional education system and communities in the ECoC programme underpins the need for bringing culture and creativity to school spaces but also strengthening the relationship between Aveiro students with their city's culture. Overall, we aim to highlight culture's

importance among children, teenagers, and young people as a way to develop critical thinking and to explore the already existing potential of formal education and creative and artistic practices.

Art &Tech – STEAM Education labs is one of Aveiro 2027 main programmes for schools, young students, children, teenagers (3-18 years) involving STEAM education. STEAM has been relatively successful in Aveiro. Primary and secondary schools have been equipped with 42 tech Labs and relevant knowledge for teachers in close cooperation with researchers from the University. For students (digital natives) digital skills and competences have been further developed and consolidated, as well as critical analyses, self-learning, and collaborative work. However, arts and creativity have been a bit left apart from science, technology, engineering, and mathematics. Our goal with Art &Tech – STEAM Education is to reinforce artistic and creative expertise and content to Aveiro STEAM City.

Starting in 2022, we will improve the STEAM programme by providing training programmes for teachers and artists, increase the current number of STEAM laboratories, develop artistic residencies in schools promoting artistic co-creation, and also expand STEAM education activities to pre-schools of the city. An exchange programme for students connected to the STEAM Cities Network, will allow young students to learn and develop skills in other European cities like Oulu. In addition, this project will create opportunities for a wider



engagement with mediation activities, especially for families and people with physical disabilities, but also for local communities and visitors. This involves creating open labs for experimentation, artistic installations and public presentations outside the schools and mediation activities (guided visits, talks, etc.) in articulation with the Mediation Services of cultural facilities (museums, theaters, heritage sites) and events (like **Criatech** and **Prisma**).

Some other examples that illustrate how we are going to engage audiences include:

ACT NOW! and **Adults-Free** will create spaces and platforms where teenagers (12-18 years) can develop critical thinking, engage in civic mobilization and develop creative expressions without restrictions, or simply get to know underground and contemporary cultures. University students and young people (18 – 35) will help in research and activation of **Bairro da Europa** initiatives as well as **Play Up!, Demos** and **Criatech**.

Out of the Blue and Chain of Sports will invite families to develop a greater respect for nature, with collective garbage pickings, collaborative land art installations and open-air events, participating and celebrating sports culture. And finally, senior citizens will have a major role in opening their front doors and sharing memories for **Past Continuous**, collections for **TU.EU**, and local insights and the best local gems with tourist and visitors in **Hyper Local**.



MANAGEMENT

FINANCE

Q20 CITY BUDGET FOR CULTURE.

Over the last five years (2017 to 2021), there was an increase of 45,3% in public investment in Culture, evidence that this area is a priority in Aveiro. Today the city budget for Culture represents over 6,6% of the annual budget, aligned with the 2030 Cultural Strategy objectives.

This sustained investment in Culture has allowed the City of Aveiro to expand its cultural programme not only in its cultural venues and networks (Theatre, Museums, Libraries, Galleries and Archives) but also with new cultural education programmes and events, under the framework of the new 2030 Cultural Strategy of Aveiro.

Nevertheless, Covid challenged the cultural and creative system in ways that didn't happen before, increasing the need to work closely with the local CCS. In this sense, the Municipality of Aveiro has decided to allocate an additional

amount of 1,6M€ from the city budget between 2022-2025 to help the recovery of cultural agents in the post-pandemic period, covering expenses related to cultural activities, rents and other operating costs. Furthermore, since 2020, the City of Aveiro has a Participatory Budget to fund community and cultural projects with an overall investment of over 280K € in 2 years.

YEAR	ANNUAL BUDGET FOR CULTURE IN THE CITY (€)	ANNUAL BUDGET FOR CULTURE IN THE CITY (% of the total annual budget for the city)
2017	3 160 239,00 €	3,23%
2018	3 709 327,61 €	5,39%
2019	3 237 654,52 €	5,44%
2020	4 142 869,23 €	5,99%
2021	4 591 789,76 €	6,55%

Over the last five years there was an increase of 45,3% in public investment in Culture in Aveiro.

Q21 FUNDS FROM ANNUAL BUDGET FOR CULTURE TO FINANCE AVEIRO 2027.

No, we do not intend to use funds from the annual budget for culture.

Q22 AMOUNT OF OVERALL ANNUAL BUDGET FOR CULTURE AFTER 2027.

The City of Aveiro will keep increasing its investment in Culture beyond the title year to reassure that the 5th Element will remain essential for the City's development. From 2028 onwards, Aveiro plans to allocate 8,25M€ every year in Culture, 2,25M€ for ECoC legacy programmes and another 6M€ to permanent cultural activities. It corresponds to 11,8% of the City's annual budget, an overall increase of 80% between 2021 and 2030. This investment capacity will help consolidate the local CCS through the core areas set out in our Long-Term Strategy in Q5. It will strengthen the local cultural offer and sustain the new infrastructure network and main cultural programmes, which will be created within the framework of Aveiro 2027: AI - Artistic Intelligence Factory, Creative Change Academy, Living Places Lab and the Community Culture Club network spaces.

Q23 OVERALL OPERATING BUDGET.

The overall operating budget for Aveiro 2027 is 50M€.

This budget will be invested in three different stages:

- Preparation (2023-2026): 21,5M€
- Title Year (2027): 18M€
- Legacy (2028-2030): 10,5M€

TOTAL INCOME TO COVER OPERATING EXPENDITURE (€)	FROM THE PUBLIC SECTOR (€)	FROM THE PUBLIC SECTOR (%)	FROM THE PRIVATE SECTOR (€)	FROM THE PRIVATE SECTOR (%)
50 000 000 €	47 500 000 €	95%	2 500 000 €	5%

Q24 INCOME FROM THE PUBLIC SECTOR TO COVER OPERATING EXPENDITURE.

PUBLIC SECTOR	(€)	(%)
NATIONAL GOVERNMENT*	25 000 000 €	52,6%
CITY COUNCIL	17 750 000 €	37,4%
REGION	3 000 000 €	6,3%
EU/Other Funds	1 750 000 €	3,7%
TOTAL	47 500 000 €	

* The Portuguese Minister of Culture announced that these funds will be allocated through European Regional Development Funds (ERDF). This question is explained further in Q25.

Q25 FINANCIAL COMMITMENTS TO COVER OPERATING EXPENDITURE.

The decision to bid for the European Capital of Culture title was publicly announced in 2019 by the City of Aveiro. In the same year, there was a formal decision from the City Council and the Region of Aveiro to support the process technically and financially. After the recent local elections of September 2021, the new City Council unanimously confirmed the endorsement of the Aveiro 2027 application as well as the region. The pluriannual budget proposal allocates 17,75M€ for the period 2023-2030 if Aveiro receives the title. The Region of Aveiro's commitment to a co-investment of 50.000 euros/municipality/year for 2023-2028 will be confirmed in January 2022.

The contribution of 25M € by the Portuguese government will be allocated through Regional Development Funding programmes (ERDF) within the framework of European funding period 2030, as confirmed in October 2021 through formal communication sent to the candidate cities.

Besides this support, Aveiro plans to obtain 1,75M€ of investment through other European funding programmes, in particular through Creative Europe, Erasmus, European Urban Initiative and Horizon Europe.

Q26 FUNDRAISING STRATEGY AND SPONSORING.

In Aveiro, there is a robust entrepreneurial spirit, and private companies have a solid commitment to cultural organizations and events. It explains the active participation of AIDA-CCI – Commercial and Industrial Chamber of Aveiro as one of the co-promoters of the Aveiro 2027 bid. Together with the executive team of Aveiro 2027 application, a sponsorship framework was designed as follows:

1. Main Sponsors | Three Main Sponsors | 600.000€ Revenue

2. Flagship Projects Sponsorship | 10 Sponsors involved in 10 Flagships Projects within the Social Responsibility Policies | 1.000.000€ Revenue [100k/each]

3. Brand Partners | Public call to select up to three companies to design, produce and sell Aveiro2027 merchandising | 900.000€ Revenue

Our target is to raise 2,5M€ in sponsorship.

Q27 BREAKDOWN OF OPERATING EXPENDITURE.

The Operating Expenditure includes artists fees and production costs with the cultural programme, as well as investment with Capacity Building, Outreach, Promotion and Volunteer programmes. Wages, Overheads and Administration includes 750k € for Monitoring and Evaluation expenses. Other costs include contingency and risk prevention.

OPERATING COSTS	(€)	(%)
WAGES, OVERHEADS & ADMINISTRATION	9 000 000 €	18%
CULTURAL PROGRAMME	31 250 000 €	62,5%
PROMOTION AND MARKETING	7 125 000 €	14,25%
OTHER COSTS	2 625 000 €	5,25%
TOTAL	50 000 000 €	

BUDGET FOR CAPITAL EXPENDITURE

Q28 INCOME FROM THE PUBLIC SECTOR FOR CAPITAL EXPENDITURE.

INCOME FROM THE PUBLIC SECTOR TO COVER CAPITAL EXPENDITURE	(€)	(%)
NATIONAL GOVERNMENT	0 €	0%
CITY COUNCIL	33 750 000 €	50,9%
REGION	3 000 000 €	4,5%
EU	28 000 000 €	42,3%
OTHER (University and Public Foundations)	1 500 000 €	2,3%
TOTAL	66 250 000 €	

Q29 FINANCIAL COMMITMENTS FOR CAPITAL EXPENDITURE.

The city foresees an overall expenditure of 66,25M€ for the ECoC infrastructural programme investment. These investments are part of the Master Plan, approved by the City Council on November 26th, 2019. Within this framework and combining the local public budget and Europe 2020 funding resources, Aveiro already had the opportunity to upgrade some existing infrastructure to be used in the title year. For example, Atlas Aveiro - Public Library, Teatro Aveirense, the refurbishment of the Old Train Station (and its conversion to the new Welcome and Visitor Centre) and the renovation of Rossio Plaza. As explained in Q38, the city is planning to upgrade and develop its cultural venues network until 2027, not only in the city centre but also in the periphery, matching the Cultural and Creative sector needs and creating a network of smaller cultural spaces at both walkable and cycling distances, spread across the municipality and the region.

Public funds from different sources will support this investment, both at the local (City, Region and the University) and European level. At a local level, since the city councils were elected recently for a new mandate, the formal decisions will be taken in December 2021, when the councillors will approve the multiannual budget.

Q30 FUNDRAISING STRATEGY FOR UNION FUNDS TO COVER CAPITAL EXPENDITURE.

The City of Aveiro has extensive experience in setting up European funding solutions for capital investment. Over the last five years, the City has made an overall investment of over 25 million euros in Urban Rehabilitation, soft mobility and cultural venues refurbishment, with 10M€ supported by ERDF funds. Considering Aveiro's excellent track record from Aveiro in accessing EU funds, we anticipate an EU support of 28M€ (42% of the overall capital investment) from two different sources: the Portugal 2030 Program and the Recovery and Resilience Plan. Both programmes' strategies are aligned with Aveiro Cultural Strategy 2030 and Aveiro 2027 goals and needs: talent attraction and retention, STEAM education, digital and climate transition, soft mobility and urban rehabilitation. If we are invited to proceed to the selection round, the City of Aveiro will confirm this investment plan with the Regional Agency responsible for EU Funding and start the preparation of the formal procedures.

Q31 SPENDING ON NEW CULTURAL INFRASTRUCTURE TO BE USED FOR AVEIRO 2027.

Within the framework of Aveiro 2027, the city plans on upgrading the existent cultural infrastructure and also creating new cultural spaces through the renovation of underused and abandoned buildings. Some of these are for Artistic Intelligence Factory, Creative Change Academy, Living Places Lab (old Fish Market), Community Culture Club, Biennale of Ceramics Museum, Museu da Terra among others, explained in Q38. The new Events Arena is the only new building specially planned for Aveiro 2027, with an estimated investment of 25M€ and to be opened by 2025.

ORGANIZATIONAL STRUCTURE Q32 PLANNED GOVERNANCE AND DELIVERY STRUCTURE.

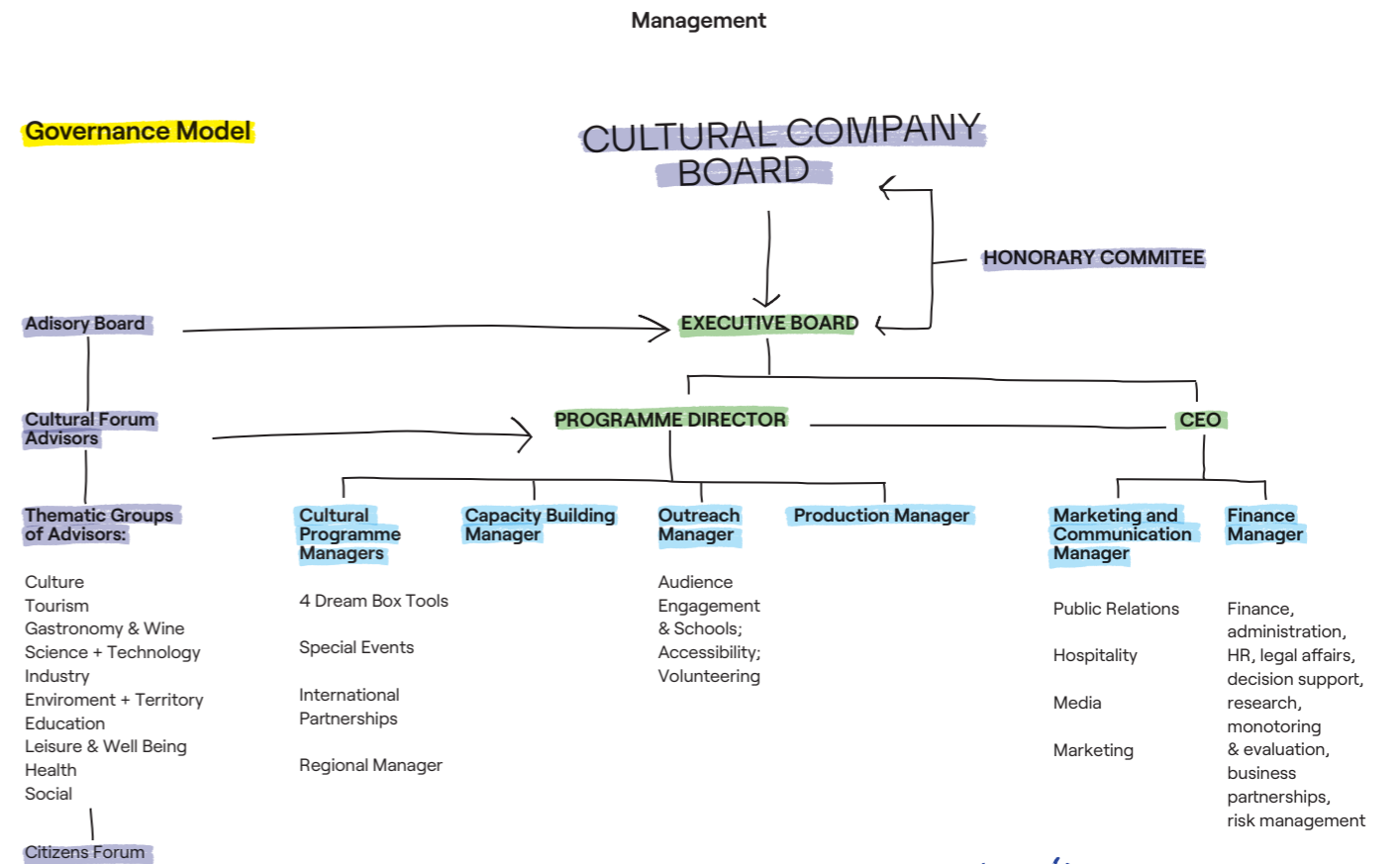
In 2019 Aveiro established a governance model for the preselection bidding that allowed us to develop close collaboration between the different stakeholders of the city and region. The four co-promoters (Municipality of Aveiro, the Aveiro University, CIRA – Aveiro Intermunicipal Committee and AIDA-CCI – Commercial and Industrial Chamber of Aveiro) established the Strategic Council, responsible for the supervision of the entire process. Seven representatives from the co-promoters took office at the Executive Committee to coordinate activities carried out during this period. An Honorary Committee was set (chaired by the former EU Commissioner Carlos Moedas) as well as an Advisory Board with representatives from the cultural, social and economic ecosystem of Aveiro and the region.

Legal Structure

This governance approach used during this first bidding phase proved to deliver a bottom-up sustainable and successful project effectively. That's why we are considering an evolution of this organization model, assuring the continuity of the already created synergies. The co-promoters will establish a new legal framework and team organization to ensure the necessary mechanisms for effective programme delivery.

Suppose Aveiro succeeds in its ambition to become a European Cultural Capital in 2027. In that case, it will establish an independent legal structure, a City Cultural Company ("Empresa Municipal" under the Portuguese Law n° 50/2012). From the managerial perspective, this is an effective legal form to provide the most suitable combination of independence, accountability, flexibility and effectiveness in delivering Aveiro 2027. The City Council invited the University of Aveiro, CIRA – Aveiro Intermunicipal Committee and AIDA-CCI – Commercial and Industrial Chamber of Aveiro to become shareholders.

Governance Model



— Strategy and advising bodies
— Executive bodies
— Operational teams

The **organisation model** has three main layers of governance:

The first one is the **Cultural Company Board**, where are seated the four shareholders of the Company: The Mayor of Aveiro (chair), Dean of Aveiro University, the Chairman of CIRA – Aveiro Intermunicipal Committee and the President of AIDA-CCI – Commercial and Industrial Chamber of Aveiro. The Board will take office immediately following the title nomination and is responsible for strategic decisions and budget approval. The Cultural Company Board appoints seven representatives of the four institutions for the Executive Board.

The **Executive Board** reports to the Cultural Company Board. It is responsible for the ECoC general coordination, management and delivery accordingly to Aveiro 2027 vision and values. It's also responsible for meeting the expectations of the region, key

stakeholders and local citizens. The Board meets every two weeks and oversees ECoC activities in articulation with directors, operational and administrative teams. It is also responsible for selecting the CEO and Programme Director.

Concerning the operational layer, there are two main areas of responsibility: executive and cultural programme.

The **Chief Executive Officer** will lead the ECoC project. His/her role is to manage general financial, administrative and logistical issues, leading the Marketing, Communications and Administrative teams and managers. We expect him/her to demonstrate a connection to the city, the application, and its values. He/She will be hired by open call.

Artistic integrity lies with the **Programme Director**. He/she will be responsible for planning, coordinating, and implementing the programme and the artistic vision set out in the bid, in articulation with the cultural Programme Managers and the Advisory Boards and Forums. Programme Director has complete artistic independence to decide programme content. This job will be selected through an international call, and we expect he/she to have proven experience in organising and delivering large-scale cultural projects and events. The Programme Director will also work closely with the CEO, Finance and Communications managers to ensure successful project preparation and implementation.



Antiga Lota (old Fish Market)

CONTINGENCY PLANNING

Q33
STRENGTHS AND WEAKNESSES AND MITIGATION PLANS.

As for many other European cities of its scale, the opportunity to host the European Capital of Culture is an enormous challenge that tests the capacities of Aveiro, reveals its strengths, and exposes its weaknesses. Our approach to managing the project's main risks is set out in the table below.

Risk Assessment and Mitigation Measures

RISKS PROBABILITY SOLUTIONS TO AVOID RISKS

Participation and Accessibility

Discouragement of local people who do not feel completely involved in ECoC preparation	Medium	· Citizen engagement at the core of the Aveiro 2027 project, which delivers a variety of exciting ways and projects to attract and stimulate them to co-own the programme, for e.g. Community Culture Club.
Insufficient participation and engagement of cultural and creative sector in Aveiro 2027 project development	Medium	· Networking opportunities for cultural and creative agents in order to ensure ongoing dialogue.
Insufficient cooperation and articulation between management team and creative and cultural sector to accomplish proposed projects	Low	· Development of a specific inclusion and education programme for local creatives. · Participatory processes designed for all activities. · Equality and diversity processes and strategies as cornerstones of participation. · Holding open calls, focus groups and thematic groups such as Community Culture Club (as has happened during the bidding process).
Sectors of society in the region with low levels of participation	High	· Creating focus groups with the participation of opinion leaders, civic movements and leaders of marginalised groups. · Create a capacity building programme for the cultural and artistic sector. · Promote exchanges and mobility programmes with international artists.
Weak engagement by key stakeholder groups and target audiences	Medium	· Launching open calls, focus groups and workshops with specific groups.
Difficulty to attract volunteers	Medium	· We will launch a volunteer programme in 2023, taking advantage of the experience of local NGOs in this area. Capacity building programs for volunteers and opportunities to engage local citizens in cultural activities being implemented not only in the Aveiro Region, but also in ECoC cities in Europe is foreseen.

Cultural and Artistic Content

Insufficient cooperation and articulation between management team and cultural and creative sector to accomplished proposed projects at the required level	Low	· Programmes for cultural participation, capacity building and internationalisation are the key elements to ensure ongoing dialogue, training and skills. · Appointment of artistic director within a short period after the award of the title. · Hiring cultural managers for the Aveiro 2027 team with wide experience in cultural education and management of cultural projects. · In collaboration with the University of Aveiro we will develop training and higher education courses in cultural management and artistic creation for cultural creators and managers.
Disagreements on Aveiro 2027 bidding vision and implementation in the artistic programme	Medium	· Close collaboration and permanent exchange of information with the Executive Board and the preparation process.

Risk Assessment and Mitigation Measures

RISKS PROBABILITY SOLUTIONS TO AVOID RISKS

Governance, Management and Capacity to Deliver

Failure to achieve the required budget (e.g. due to an economic crisis affecting public and private funding)	High	· Long-term partnership contracts between Aveiro 2027 and private companies. · Budget allocation at the municipal level in the major multiannual budget priorities and municipal financing (4-year mandates).
Insufficient political and administrative support	Medium	· Direct municipal and regional participation in the governance model 2027 and permanent dialogue with policymakers. · Strengthen the relevance and priority of ECoC project in long-term and strategic political documents. · Aveiro bid for ECoC was made in the framework of the cultural strategy of Aveiro 2019-2030 and the Regional Alliance for Culture 2030.
Budget cuts or financial liquidity problems	Medium	· Prioritisation on long-term projects with relevant impact and leaving a legacy.
Failure to secure EU funding	Low	· Most of the EU Funding proposed to the ECoC is already present in EU ERDF funds for 2030.
Cultural infrastructure developments delay significantly	Low	· Cultural programme not dependent on one single building; flexibility.
Uncertainty regarding the legal status of the ECoC Organization	Low	· Having an adequate governance model for the ECoC process was a key priority. If the title is given to Aveiro, by January 2023, a public company, independent from political and private powers will be in charge of the process.
Management Changes and Recruitment Process	Medium	· The governance model defines two main directors and each will have a strong support team. We have also created an agile structure with high interdepartmental and functional relationships.

Sudden Changes

Economic or financial crisis during 2023-2027	Medium	· Monitor and evaluate the financial impact of ECoC so that financial support remains strong throughout the process. · Diversify funding sources at local / regional and national level. · Create projects with self-financing capacity from different sources.
Unexpected and sudden changes and risks. For e.g. extreme weather conditions, Global Health Crisis, etc	High	· All the projects will be designed to be implemented in a hybrid model. In the event of a new global pandemic, each cultural project must have defined a "plan B" approach that takes into consideration these constraints for e.g. digitalisation and virtual presentation.

Communication And Marketing

Bad publicity: negative media attention, negative comments	Low	· Building a communication and mediation programme, a marketing and PR programme with all local and regional stakeholders, local and national media. · Good "expectation management" from Day 1.
Inability to reach international audiences	Low	· The artistic programme is designed to be built following a gradual engagement with international audiences through the "co-" approach. Thanks to close international partners, European/international cooperation projects and diaspora as well as local communication and cutting-edge platforms with international networks, most Europeans and internationals will be able to engage fully in Aveiro 2027.

European Dimension

International collaborations and partnerships not carried out as planned	Low	· Continuous cooperation and communication with the international partners, existing international networks and EU project cooperation partners. · Set up a specific management structure for the international dimension. · A structured process of mapping and analysing the opportunities that complement Aveiro 2027 programme/projects international qualities.
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Environmental Sustainability

Difficulty in ensuring sustainable processes in the delivery of the programme	Medium	· Environmental responsibility set as key indicator in the work of the Aveiro 2027 programme. · All decisions and projects based on sustainable choices: sustainable travel modes; materials; application of circular economy principles; CO2 offset programme; digital working methods where feasible.
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MARKETING AND COMMUNICATION

Q34

OUTLINE OF INTENDED MARKETING AND COMMUNICATION STRATEGY.

Our marketing and communication strategy is based on the bid's concept "The Fifth Element" and the claim "It changes everything". This slogan, released at the beginning of our bid, connects to a quartet of hashtags to guide our approach:

#LetsGoTogether
#OnePersonAtATime
#ItChangesEverything
#Aveiro2027.

Collaboration and individual attention to each person as a driver of change is our marketing statement. Our strategy is not embodied in attraction for a local, a broad European or an international audience but rather a process of increasing engagement.

Aveirenses have proven throughout history their resilience and capacity to overcome difficulties. We are challenging ourselves to improve our future into a more sustainable, democratic, resilient and cohesive one, for which we need access to a stimulating and open environment, booster towards engagement and transformation. Along with our communication initiatives so far, we gave voice to the local community engaged in the bidding process, enlightening their motivations, reflections and work.

For the next stage, we will go further deepening the engagement with people around, through participative communication tools and methodologies, for smart, accessible, truthful and sustainable communication.

Here it is how.

SMART / LIGHTS ON #OnePersonAtATime

First, let's turn on the lights and get to know each other as actual neighbours do. For a more thoughtful and engaging approach, we will better understand who we are talking to and the best language to use. To successful and respectfully communicate within our diverse communities, we will develop a **Language Workgroup** merging our communication team and target group mediators (including artists, social workers, journalists, migrants, business people, students, bakers, investigators, among others, from local to European and international spheres) for a co-learning process.

Together, we will identify our audiences' singularities, challenges, and interests and develop a tailored, understandable, accessible, and attractive language towards the many and not only the few.

Our strategy is a process of increasing engagement

ACCESSIBLE / WIND AROUND #LetsGoTogether

Just like the wind constantly blowing in Aveiro, communication will be constant, accessible and embracing to keep audiences committed along the whole process. To reach that commitment, we will not only use a tailored language but co-design innovative, open and user-friendly communication strategies, tools and products, through a **Neighbourhood Crew**.

With a human-centred approach sustained on target group mediators' active participation, we will be testing and refining ways to interact better, bringing playful and accessible methods to spread the word locally, nationally and internationally. To overcome distances with the European and international public, we will work on common concerns (sustainable life, democratic values, cohesive society and resilient cultural and creative systems), develop a tailored language (Language Workgroup) and co-create digital communication tools together with our EU and international partners. They will also be spreaders of our messages into the epicentre of their communities. By building this solid closeness network, we will add to our communication the strong sense of neighbourliness that is a characteristic of Aveiro.

Proving to be great hosts, all the events will be accompanied by the **Aveiro Hospitality Van**, providing information, collecting data for the monitoring and evaluation and creating a good atmosphere with music and cookies (not the digital ones, rather the ones that taste good) from all the EU countries. To maximise the experience of those who come to visit us, Aveiro is working with tourism agents from all over the country to create attractive and immersive products tailored to the ECoC.

TRUTHFUL / SHINE BRIGHT #ItChangesEverything

Clear as water and eye-catching as our salt crystals; this is how information will be for a change. Until today we released the "digital activist" initiative to engage our social networks followers to spread our messages. If our bid succeeds, we'll jump on the **Activism Squad** to empower citizens with adequate data and tools to be more active on the ECoC project, fighting for common causes into a more sustainable, democratic, resilient and cohesive future.

Together, we will co-design maps of threats related to the SDO's and key European themes, opening canals to connect people and communities of Aveiro, Europe and the Atlantic. Groups of experts (researchers, scientists, technicians, designers, among others) will be part of this collective, being crucial to ensure data's authenticity, fight misinformation, and draw awareness-raising activities.

Taking advantage of Aveiro's technological knowledge and R&D environment, we will create an accessible, user-friendly **platform/app** to provide information about the activist causes and their activities, encourage engagement, and release impacts, connecting everyone who embraces the initiative. The active participation of diverse communities is crucial to brighten this laboratory and foster positive changes around the shared vision for the future of Aveiro and Europe. Linked on the ECoC programme, this "activism squad" will be strengthened by the Dream Box Tools: the **Community Culture Club**, which stimulates cultural participation and community engagement; the **Creative Change Academy**, as a hub for democratic activism, integration, diversity and interculturalism; the **Living Places Lab**, involving civic engagement and consultation, as a testbed for the New European Bauhaus challenges; and the **AI - Artistic Intelligence Factory**, to empower independent creatives and artists and boost interdisciplinary work for shared social and economic value.

CONSCIOUS / FEET ON THE GROUND #Aveiro2027

The sky is the limit, but our debts are paid to the earth. Our marketing and communication strategy is embedded in environmental sustainability consciousness. Under the **Living Places Lab** Tool, R&D partners together with our marketing and communication team will guarantee less environmental impacts of communication production and consumption on physical and digital formats.

Combining Aveiro's unique tech and innovation environment with our smart, accessible, truthful and conscious approach, our communication will be anchored on a **digital lab**. As a playful and user-friendly platform to inform and boost engagement, it will be a device for continuous dialogue with diverse communities, a map of our ECoC programme and a home for our projects with a digital footprint (Dream Box Tools projects and Activism Squad). Taking advantage of the already active channels, we'll keep spreading information through our **social networks** (Facebook, Instagram, Youtube) and website, our **Jornal do Amanhã** (Tomorrow Newspaper) - launched in 2019 and delivered to every single house in Aveiro- and the national radio station (TSF) talk show **"Noites da Ria"**.

On the physical level, the Living Places Lab Tool and **PRIMA** project will merge into communication and marketing products, bringing New European Bauhaus principles into our office and our industry partners' social responsibility programmes: new designs from local raw materials (ceramics, cork), industry subproducts re-use, and plastic waste re-design.

Tailored **campaigns**, supported in the activism lab, will be helpful to unlock awareness for sustainable approaches in communities' thinking and behaviour, for more aware, engaged and resilient citizens in protecting and nourishing the environment and biodiversity.

Q35

HIGHLIGHTING THE ECOC AS AN ACTION OF THE EUROPEAN UNION.

As detailed in our programme, Aveiro is expressing a commitment to change itself into "The most European neighbourhood" in Europe where inhabitant souls are Aveirenses and Europeans. Highlighting and encouraging the European feeling is, then, part of our project. Competing for this title, Aveiro is committed to the idea of a European living laboratory, through which we can bring local communities together around a shared vision for Aveiro's and Europe's future. It includes inviting representatives of ECoC projects to be active partnerships. The **Bairro da Europa** (European Neighbourhood) integrates an ambitious large-scale project reflecting on European identity, memory and future (Satélite Europa). Also, the **European Crossroads** project will welcome Portuguese and European composers, orchestras, and the presence of international audiences by bridging musical pieces on the theme of the sea and nature.

Since we are "borrowing" a brand created and fostered by the European Union, key elements of the EU visual identity will be placed in every means of communication, online and offline. Representatives of EU institutions and other ECoC projects will be invited to main events.

CAPACITY TO DELIVER

Q36 POLITICAL SUPPORT AND SUSTAINABLE COMMITMENT FROM THE PUBLIC AUTHORITIES.

The City Council decided to launch and support the bid for ECoC the same day it approved the **Aveiro Cultural Strategy 2030** on June 13th, 2019.

Likewise, the municipalities of the Aveiro Region also joined our journey by formally approving the Regional Cultural Pact – **Alliance for Culture 2030** on June 21st, 2021, in which the ECoC is one of the main strategic projects.

Beyond the Municipality of Aveiro and the Region, both Aveiro University and AIDA-CCI – Commercial and Industrial Chamber of Aveiro took the driver's seat in developing Aveiro 2027 bid. Several representatives of these organisations took part in the Strategic Board and Executive Team of the Governance Structure for the application process. The City Council voted the structure on October 15th, 2020 and appointed the executive team on November 12th, 2020.

More recently, since local elections were held in September of 2021, the City Council had formally renewed its support to Aveiro 2027 application. **This decision was voted unanimously in a City Council meeting held on November 5th, 2021.**

Q37 INFRASTRUCTURE TO HOST THE EUROPEAN CAPITAL OF CULTURE.

Aveiro 2027 will use diverse spaces and places to host the cultural programme, from existing cultural infrastructure to urban and natural places and heritage sites in both the City and Region.

A significant part of our programme will also focus on the transformation and revitalisation of a few urban areas and vacated buildings of the City, primarily through the development of our **Dream Box** tools which will improve, simultaneously:

- The artistic and cultural sector conditions and its collaboration with the communities and civil society.
- The answers to the most pressing challenges of Aveiro.
- The number of meeting spaces and places demanded by Aveirenses and Aveiro communities.

First, our **Community Culture Club** will make sure that Culture will be accessible and inclusive in every neighbourhood of the City and Region. These clubs will be held in small venues, covering a network of multifunctional spaces belonging to or used by cultural agents, local associations, and civic and public organisations. Our goal is to improve these spaces' technical capacity and multiply the clubs and spaces through the region.

When it comes to creating a sustainable habitat, **Living Places Lab** has in its heart the urban regeneration of an abandoned fish trade market (Antiga Lota de Aveiro), giving Aveirenses the power to choose the future uses of this area and creatives and New European Bauhaus enthusiasts a testbed for experimentation. In addition, sustainable construction will be at the centre of projects like **PRIMA**, in association with **Aveiro University** and **Museu da Terra**, dedicated to local construction methods made by soil materials.

AI – Artistic Intelligence Factory will occupy the silos of Companhia Aveirensis de Moagens, an old factory that already hosts **Fábrica Centro Ciência Viva**. **Prisma** will also benefit from a new set of creative studios for art, light and tech production that will be created in the **AI Factory**. One of the main ECoC projects will be the extension of Aveiro Trade Exhibition Centre with a brand new **multi-use Arena**, which will improve Aveiro's capacity for large-scale events indoor and outdoor, but also have a larger effect within the community. Also, a new **Aveiro Biennale of Ceramics Museum** will bring a new life to former Public Library Building with projects like **Design Futures**.

Creative Change Academy will also breathe a new life into a former college for young children and adolescents in risk of social exclusion (Centro Educativo Alberto Souto, Aradas), creating artistic residences, studios and conference spaces. From there we aim building new canals and bonds between Aveiro, Europe and the Atlantic communities. In addition, **Satélite Europa** will confront the European memory with contemporary Europe in a large exhibition at **Aveiro's Art & Conventions Center – Fábrica Jerónimo Pereira Campos**, which will also be improved with some architectural interventions to host large-scale exhibitions.

New cultural infrastructure will also be developed to assure the City's capacity to attract and retain creative talent and rethink the role of art and culture in addressing today's biggest challenges.

Since 2016, the Aveiro City Council started a new generation of public investments in culture, **improving cultural venues to facilitate accessibility and increase capacity and upgrading technical equipment to enhance hybrid environments and digital transition**. **Atlas – Public Library**, **Teatro Aveirense** and the conversion of the **old train station building into a Welcoming Center** are just a few examples. The opening of private and independent venues in the last few years, like **Trilhos da Terra Co-work Studio**, **Vic Arts House** and **Avenida Café Concerto**, have refreshed Aveiro's cultural ecosystem with new independent spaces. These new agents will mainly host experimental and youth-related programmes in Aveiro 2027, such as **Adults Free**, **Digging Tunnels** and **Criatech**. Part of our programme will use museums, theatres, libraries and cultural centres located across Aveiro Region.

The **eight theatres belonging to the National Theatre Network** located in the region will offer a range of possibilities for indoor events (150 – 700 visitor seats), like **ACT NOW!** and **Play Up!** and other performing arts projects and conferences. Museums will have an essential role in activating both local as well as Atlantic and European heritage and diversity. For example, **Aveiro City Museum**, **Ílhavo Maritime Museum**, **Comur Factory Museum** and **Vista Alegre Museum** will bring contemporary perspectives on Aveiro's industrial and maritime heritage with **Past Continuous**. At the same time, sustainability and ecosystem preservation, especially linked with Ria de Aveiro, will definitely

have a place at **Troncalhada Saltpan Eco-Museum** and **Bio Ria (Estarreja)**. The libraries network of the **Aveiro Region** will stage many activities related to local and European heritage (**TU.EU**), literature (**Bairro da Europa/ Atlas**), and digital literacy for children and senior people with programmes like **Art & Tech – STEAM Education**.

Furthermore, Aveiro 2027 will also use natural and urban places, especially with a series of site-specific projects. **Aveiro lagoon** not only provides the perfect landscape for **Festival dos Canais**, but its 12 islands will be the stage for **No Island is an Island**. While **Ramal** and

Bike Bag Corner will explore the peripheral train lines and bicycle trails around the region, **Navio de Espelhos** will use the gardens of the city centre. **Historical buildings and heritage sites** included in **Arte Nouveau Route** and **Azulejo/ Ceramics Route** will be the fundamental stages of **Nature Inherited**.



WHAT ARE THE CITY'S ASSETS IN TERMS OF ACCESSIBILITY (REGIONAL, NATIONAL AND INTERNATIONAL TRANSPORT)?

Being here in the far West of Europe may give an idea that Aveiro is a long way but that's not the case. In fact, since centuries the Atlantic opened many roads and channels from Aveiro to the World.

The region lies in the intersection of two strategic axes: the first one, as part of the continuous coastal metropolitan area between Lisbon and Porto where more than half of the national population lives; the second, as a gateway to the sea connecting Aveiro commercial port to Madrid. The excellent transport and support infrastructure, supra-local rail, road, sea, river and air connections, good micro-scale pedestrian and cycling infrastructure make Aveiro a national inter-modal platform, especially concerning its transport connections between Portugal and Spain (by road and rail) and its intercontinental maritime connections.

By air: Francisco Sá Carneiro airport, in Porto, is the nearest international airport, less than 60 minutes away from Aveiro and reached easily by car or public transportation (bus or train). It connects with almost 100 regular direct destinations, the majority in Europe (86) but also with African, American and Asian international destinations, having reached in 2019 a historic milestone of more than 13 million travellers. The Municipal Airfield of Aveiro located in S. Jacinto also allows small and medium aircrafts landing.

By rail: The high-speed Train Service, connecting Portugal North to South (Porto-Aveiro-Lisbon). A short 30-minute trip take you to Porto city centre and within two and a half hours will put you in Lisbon with all the comfort and with a wide range of connections around the day. By 2027 it is expected the construction of a new TGV railway that will shorten travel times, with a 20-minute ride from Porto, 70 min from Lisbon and 2,5 hours from Madrid. Regional trains pass through Aveiro Train Station every hour if you prefer to enjoy a slower ride with a bit more leisure.

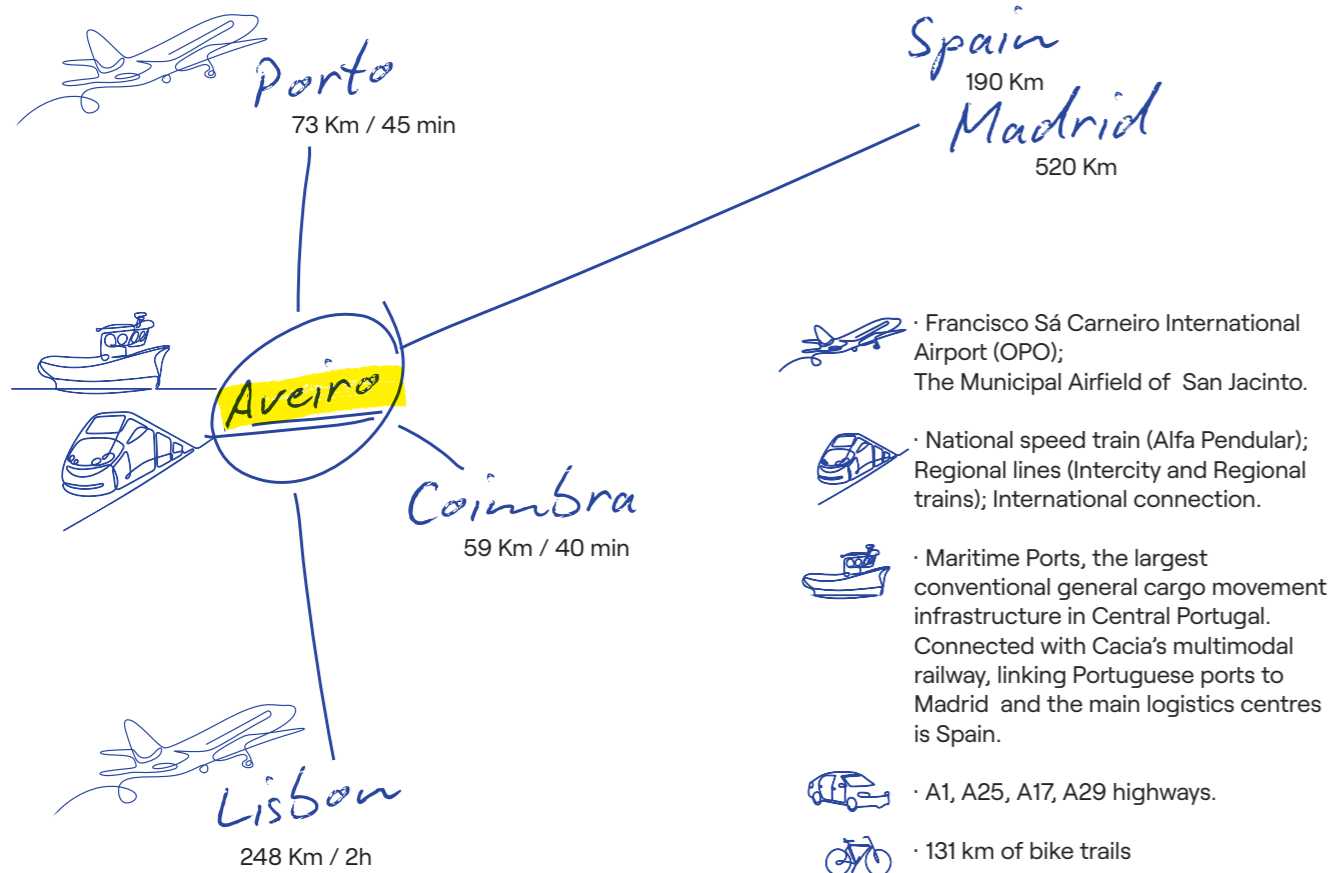
By boat: Small and medium-sized

vessels (yachts and leisure boats up to 115 meters) can dock in the Aveiro marina and enjoy ideal conditions to discover the beauty of the City and the lagoon. Ferry Boat to the coastal towns every hour.

By car or motorway: Highways A1, A17, A25 and A29 Connect Aveiro to the Portuguese main cities and regions around. While Porto is at just one hour drive, it only takes two hours to get you to Lisbon and Spain.

By public transportation: Aveiro has a fleet of local, regional and some long-distance bus services available and very often around the day train routes connecting the region and major cities.

By alternative transportation (in the city): Aveiro has sustainable ways of moving inside the City, like public and private self-bicycle renting services; an Electric Ferry Boat will be operating in 2023; Electric Moliceiros (for water tours) and Tuk-Tuk's as well as the taxis, Uber and car-share services.



WHAT IS THE CITY'S ABSORPTION CAPACITY IN TERMS OF TOURISTS' ACCOMMODATION?

Aveiro has become over the years an increasingly attractive tourism destination. The number of accommodation facilities within the City and region, whether in terms of rooms or beds, has in recent years accompanied the growth of visitors and the strengthening of Aveiro projection both nationally and internationally, highlighting the large increase in small units of private accommodation, mostly located in the historic centre.

Hotels and Other Accommodation

Currently, the City of Aveiro offers 14 hotels and several local accommodation services (like Airbnb), with more than 1500 hotel rooms and 3500 hotel beds, most of them with 3 and 4 stars. In 2022, the first 5-star hotel in the City will open with 42 rooms and 84 beds.

Student apartments

As a university city, with more than 15000 students and a growing community of international students of more than 80 nationalities, there are 16 university apartments with most of its beds available in the summer months.

Camping

For visitors who appreciate a more immersive experience or closer contact with nature, there are 560 beds in camping parks for e.g. located in São Jacinto dunes natural reserve, and caravan parking in the centre of the City.

Region

The hotel accommodation in Aveiro Region is substantial, with more than 5400 rooms and nearly 10300 beds, plus 8 camping sites with a capacity for more than 8000 people. Additionally, the short distance (one hour radius) from cities such as Porto, Viseu, Coimbra or Figueira da Foz increases this capacity up to 50000 rooms and 90000 beds, from small local accommodation units to renowned 5-star hotels of international quality.

More than 600 restaurants in the city and almost 2500 in the Region are plenty for tasting and enjoying the local gastronomy.

Q38

CULTURAL, URBAN AND TOURISM INFRASTRUCTURE PROJECTS IN CONNECTION WITH AVEIRO 2027.

NEW CULTURAL INFRASTRUCTURE	Budget	Calendar
AI – Artistic Intelligence Factory (Fábrica Ciência Viva)	8 000 000€	2022-2025
Creative Change Academy (Former Alberto Souto Education Centre)	3 750 000€	2022-2025
Living Places Lab (Old Fish Market)	7 500 000€	2022-2026
Community Culture Club (Neighbourhood's network)	3 000 000€	2022-2026
Aveiro Biennale of Ceramics Museum	3 000 000€	2022-2024
Art & Convention Center (Former Jerónimo Pereira Campos factory)	6 500 000€	2023-2026
Events Arena – Aveiro Expo	25 000 000€	2021-2025
Museu da Terra	2 000 000€	2023-2024
Sustainable Urban Regeneration and Soft Mobility	7 500 000€	2022-2026
TOTAL	66 250 000€	

Regarding cultural infrastructure, the projects to be developed in connection with the ECoC are detailed in the table above, and will mostly focus on renovation of underused and abandoned buildings in the city for cultural purposes.

On urban infrastructure developments, interventions will upgrade and renovate outdoor venues to other public spaces like **gardens, streets, avenues, waterfronts** and **brownfields** that will be rehabilitated and linked through green and blue paths for walking and cycling, creating new links to the outskirts of the City. This involves creating spaces resilient to climate change considering flood risks mitigation, increasing the use of soft modes in commuting, and renovating sports and recreational and leisure spaces in local neighbourhoods.

Overall, interventions to be carried out will have as principles re-purposing inaccessible or underutilised spaces, balancing natural ecosystems and sustainable use of resources. Some examples of these interventions are:

- **Rossio e Ponte-Praça** - the main park/ plaza of the City which will be renovated and become a multiuse plaza

- **Bairro da Beira Mar** - revitalisation of the traditional neighbourhood Beira-Mar, increasing the number of multifunctional spaces.

- **Via Panorâmica Aveiro-Ilhavo** - to redesign new connections along the natural ecosystem, increase of soft modes for commuting and offering recreation spaces for the population and visitors.

- **Canal de São Roque extension** - Extension of a city canal with a larger water basin creating new leisure spaces.

Finally, considering tourism infrastructure, the focus will be on supporting infrastructure for ecotourism and outdoor activities (sports, nautical activities, wellbeing etc.) and also new sustainable hotels supported by private investors, for example:

- **Blue and green paths** - new footpaths and cycle routes will be created, promoting the revitalisation of waterfronts, connecting urban settlements and city equipment;

- **Five Star Hotel (Exhibition Center - Vitasal)** - a new five-star hotel which will integrate a contemporary art exhibition centre.

It also worth mentioning that although the City Council supports the main interventions planned, institutional support and collaboration with local and regional institutions, organisations, private investors and local communities will be key to deliver successful projects and to effectively turn these spaces in new vibrant, creative and sustainable spaces and places.

Aveiro 2027 European Capital of Culture Candidate City

Pre-selection Bid Book, November 2021

The applicant

Municipality of Aveiro in partnership with
CIRA - Aveiro Intermunicipal Committee
University of Aveiro (UA)
Chamber of Commerce and Industry (AIDA)

Special thanks to all the people and institutions who supported our bid over the last two years and gave their best, helping us to make Aveiro a better place to live and work, where Culture - the 5th Element will change everything.

Executive Board

André Cester Costa, Carlos Martins, Elisabete Rita, Filipe Teles, José Pina, Sónia Almeida, Rosa Tomás

With the support of Municipality of Aveiro staff and Ana Sequeira, Diana Lima, Isabel Reis, João Rosa, Mariana Roque, Martim Sousa Tavares, Zane Estere Gruntmane.

Photography & Illustration Credits

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CIRA - Aveiro Intermunicipal Committee p.7 (water)
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Graphic Design

FCB Lisboa Lda

Printed by

Estúdio 936 - Design e Comunicação Unipessoal, Lda

Printed on

Inapa Offset Recycled White
Cover: 350 gr
Text block: 120 gr

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